DOCUMENT RESUME

ED 147 022 PS 009 673

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TITLE Community Coordinated Child Care for Central Florida, Inc. Operations Manual.
INSTITUTION Community Coordinated Child Care (4-C) for Central Florida, Inc., Orlando.
PUB DATE Sep 77
NOTE 131p.

EDRS PRICE MF-$0.83 HC-$7.35 Plus Postage.
DESCRIPTORS *Child Care; Child Care Centers; *Community Services; Day Care Services; Early Childhood Education; *Educational Finance; Equalization Aid; Manuals; *Program Administration; *Program Descriptions; State Federal Aid
IDENTIFIERS *Community Coordinated Child Care

ABSTRACT

This manual outlines the operation of a 4-C program designed to provide child care services for all children requiring such services by providing financial assistance to parents unable to afford child care fees. Fees are paid directly to child care centers and may cover total care or make up the difference between the parent's ability to pay and the fee required by the center. The program is based on the premise that public funding should not be used to operate centers, but rather to enable parents to purchase her/his own child care and that this arrangement is both preferable to parents and less expensive to the state. Chapter I discusses the parent, center, and community systems that are part of the 4-C program. Chapter II, the bulk of the paper, outlines the activities needed for each (parent, center, community) system. Chapter III discusses the roles of 4-C staff in arranging for these activities. Chapter IV outlines the structure of the 4-C organization, and discusses its relation to government agencies. (SB)

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OPERATIONS MANUAL

COMMUNITY COORDINATED CHILD CARE FOR CENTRAL FLORIDA, INC.

SEPTEMBER 1977

PS 009673

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4C for Central Florida, Inc.

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PREFACE

4C for Central Florida, Inc., has a successful program and we are proud of it. We are pleased that many people ask for information about how to develop their own program similar to this one; and because it takes much time to give each a full answer, this manual is our attempt to respond.

Certain elements of our program are as they are because of the philosophical premise on which this 4C is based. You will recognize these as you read the manual. It is these elements, often, which create the public acceptance of this very large child care program in a very conservative area of the State and Nation.

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GOALS

To provide enough assistance to parents that every parent is able to buy for his/her child decent, adequate wholesome care, during those hours they must be apart.

To inspire and support the child care system so it is able to offer the kind of care parents want and need for their children.

Note: To provide free public child care in Orange County, Florida for all children who need it without regard for income would cost $32,000,000.00 annually. To assure the same service by providing only an assistance to those parents who cannot pay for their own child care would cost $5,500,000.00 annually. So long as free programs for some create total lack of service for others we cannot find operation of free child development centers for a limited number of eligible children very satisfying.

The 4C Board 1977

CHAPTER I

THE SYSTEMS WHICH ARE 4C

There are three systems which must function all at once to make an operation such as 4C for Central Florida, Inc., work smoothly.

They are:

A. System of 4C Involvement With Parents

This system includes notice to the public that assistance is available, receipt of applications of parents for child care funding assistance or information, determination of eligibility for one or another funding account, provision to parents of information about good child care, placement in center of parents' choice, payment to the center in behalf of that family and periodic redetermination of eligibility of parents for continued funding assistance.

B. System of 4C Involvement With Child Care Centers

This system includes notice to the community that contracts and 4C support services are available, visiting child care centers, receiving and approving applications to contract, evaluating centers and negotiating contracts with centers to receive funded families, responding to complaints and mediation of those complaints, providing support services to enable centers to compete to attract parents as well as meet requirements of the several funding sources. These support services include centrally provided health care assistance, social services, staff training, program enrichment and others.

C. System of Involvement With the Community

This system includes public education programs to acquaint the community with the need for child care and to create an understanding of what child care is. It involves grantsmanship, reporting to funding sources, needs assessment, negotiating contracts with local governing bodies for service to the area, negotiating contracts with funding sources for services to children of certain eligibility criteria, information and referral, community education about services available, and their cost.

Our way to provide child care is based on the 4C Premise and dedication to involvement of the entire community. It is a delivery of services without segregation of children or families because of their need for assistance.

To use buildings solely for children of low income is costly and non-productive. If low income parents are converted into fee paying customers by our assistance, services become available to meet the need at the individual service provider's expense for capital outlay and start-up costs. So, cost to the program is less for each child in this form of assistance than the per child cost of operating programs solely for needy children. This lower per child cost is an added benefit.

As changes are needed in this program, new systems being developed are studied in the light of their impact on the above commitments and the 4C Premise (following page).

The following chapters will describe more fully the activities needed for each of these three systems, as well as the Board activities, membership participation and staff positions which have developed in our program to carry out the needed activities.

4C PREMISE

The 4C organization operates upon these basic premises:

1. The child is the responsibility of the parents. Though the community has an interest in the development and education of each of its citizens, the small child is first the responsibility of its parents. Theirs is the privilege of making arrangements for that child's food, shelter, early learning patterns. It is the~ who must have the day to day relationship with the child; and in their absence due to employment, it is the parents who should make arrangements for the child's care, instructing the caretaker and having comment to make on a daily basis regarding the child's learning.

   Therefore, the parents should make arrangements for the child's care and be responsible for paying the cost of such care. When they are unable to meet the cost, a public fund, such as 4C, should pay the difference, paying directly to the caretaker the monthly amount agreed upon. This assumes that the caretaker chosen by the parents does qualify as to basic quality of the program, and that the parent is eligible for assistance according to his need.

2. Public funds should not be used to develop services in competition with private enterprise. Private business and competition between businesses to provide a better product and improve income is the keystone of the American economy.

   There are numerous child care facilities, private businesses both profit and non-profit, already providing good quality care at reasonable prices in Central Florida. More are opening every week and still more are seeking consultation regarding opening. If parents are enabled through 4C to pay the published rate at any child care center of their choice, many centers will compete to get the business.

   The alternative to this procedure is publicly funded, publicly operated child care. But it is our belief that the government must not initiate businesses in competition with private operators who are doing the job well.

   Public funding for child care should be used not to operate centers, but to enable the parent to purchase her/his own child care.

COMMUNITY COORDINATED CHILD CARE FOR CENTRAL FLORIDA, INC.
1974

Revised Jan. 1976

CHAPTER II

ACTIVITIES NEEDED FOR EACH SYSTEM

A. Activities for System of 4C Involvement with Parents

1. Arrange Publicity to Attract Parents

Activity must be generated to acquaint parents and the community with services available to them. Radio and television are helpful and usually willing to run 20 second spot announcements as public service which say "If you are a working parent and have trouble paying your child care costs, 4C may be able to help you, call....", or "If you need information regarding child care for your child, call...." Newspaper articles on child care should also mention that help and information are available. All child care centers are aware that 4C helps some people pay their bills, and refer parents in need to us, as do most other service agencies including the State Welfare Department. Funding sources are proud to refer parents who need help, and elected officials recommend the program to those who call them for help or information. Certain funding sources refer only their own employees or clients, such as; CETA, major businesses who fund their employees care through us or special programs such as migrant, et

Word of mouth is the most effective. One parent who receives information or assistance tells another who is seeking it. The office for application is in the neighborhood where it is within easy access to those in need.

This availability to parents is the best possible barometer of needs met or unmet. If a 4C Counselor is getting many applications and cannot place children for lack of funds and space available, we know there is need for more funds or reallocation of funds.

There is never need to knock on doors to recruit children for such a program. This is true to our concept of making the program available to meet needs, not seeking needs to justify the program.

2. Provide Information and Referral Service

4C serves as a "clearing house" of child care information. Hundreds of calls each month are from parents asking what child care facility is available in their location, who owns it, what it costs, what it provides, etc. Others ask where jobs are available and centers call to announce job openings; center personnel call if they need help from an allied agency but don't know which one to ask.

3. Inform Parents as to What is Available and What to Seek in Child Care

This is a delicate task, and must be performed without limiting or pressuring the parents, or putting 4C in the position of purchasing substandard child care. One useful tool is the Parent Letter. Quarterly, 4C publishes a letter to all parents of children in care, with articles about toys and games, recipes and songs, notice of meetings of interest and descriptions of what is good, useful and wholesome in a child care center.

Another tool is a brochure entitled "What to Look for In a Child Care Center." It lists certain elements a parent should expect to find in a child care center. We believe parents should choose the center for their children. Parents do not agree about what they want, and each wants something different. Within the limits of a safe and healthy environment these differences should be respected. In the 4C funding assistance program, a parent may withdraw his/her child from a center with which he/she is displeased and enroll the child in a different center without losing the 4C financial assistance, as long as the counselor is notified and the appropriate papers filed within 24 hours.

4. Maintain Mechanism for Delivering Financial Assistance to Parents

a. Develop Forms for Application and Enrollment

After the parent who needs care but cannot afford it finds the way to 4C, how do we come to the agreement that we can help them, and in what amount? For each funding source certain criteria must be met. These are known to the 4C Counselor, and after a short talk with the parent, the Counselor must choose the funding source which best suits the need. Many parents are eligible

for more than one funding source, in which case the Counselor notes each on the application form so that the 4C Accounting Department may choose. Forms must frequently be reviewed for utility. Forms tend to proliferate and must be reevaluated with an effort to combine and eliminate unnecessary papers. Forms 4C presently uses to enroll a parent are on the following page, but each is tailored to include the information needed to justify the funding used. Any new funding or different locale will need to devise its own forms for enrollment.

Most centers have their own enrollment forms, so the papers used between the 4C Counselor and the parent are simply to enroll the parent in the 4C program for assistance. The parent will enroll the child in the center later.

An aside: Social workers dislike paper work. For this reason we made a twelve month attempt to use a clerical office to handle all the paper work for the Counselors. But, after that time, it was evident that it is necessary for the social workers themselves to complete the paper work for each parent applying. This insures that the program devised for that client is as the social worker and parent together designed it to be. The papers are the tool the social worker uses to deliver the service the parent needed. Clerks have neither the first-hand knowledge of the case nor the background information on centers, funding and family needs. They cannot design the program as the social worker can. We eliminated the clerks, streamlined the paperwork, and depend on the Counselors (all of whom are qualified social workers) to do all of their own enrollment paper work.

Papers must be generated which:

(1) are signed by both Counselor and parent stating what they have agreed to, and copies are kept by each;

(2) are copied to go to the child care center to verify the agreement that 4C will pay the center the agreed upon amount for that family;

(3) are copied to go to the 4C Accounting Department so that proper payment can be verified when the center's bill comes in;

(4) are to go to the funding source, if necessary, to verify eligibility.

TITLE XX
APPLICATION FOR SOCIAL SERVICES

A. GENERAL INFORMATION

(1) NAME: _____ (2) SSN: _____

(3) ADDRESS: _____ (4) CITY: _____

(5) TELEPHONE: _____ (6) DATE OF BIRTH: _____

(7) IF CLIENT IS UNDER 18, NAME OF PARENT OR GUARDIAN _____

B. CURRENT INCOME MAINTENANCE RECIPIENTS

(1) IS CLIENT CURRENTLY RECEIVING AFDC OR SSI ASSISTANCE? YES_____ NO_____

(2) IF YES INDICATE TYPE OF ASSISTANCE CLIENT IS RECEIVING AFDC ☐ SSI ☐
(IF #1 IS YES CLIENT IS ELIGIBLE, CHECK APPROPRIATE INCOME MAINTENANCE RELATED ELIGIBLE CATEGORY AND INDICATE MEDICAID CARD # IN SECTION "E") (IF NO CONTINUE TO SECTION "C")

C. MEMBER FAMILY UNIT RECEIVING INCOME MAINTENANCE ASSISTANCE

(1) IS CLIENT A MEMBER OF A FAMILY UNIT CURRENTLY RECEIVING AFDC ASSISTANCE? YES____ NO____

(IF YES CLIENT IS ELIGIBLE, CHECK MEMBER AFDC FAMILY UNIT CATEGORY AND INDICATE MEDICAID CARD # IN SECTION "E") (IF NO CONTINUE TO SECTION "D")

D. ELIGIBILITY DETERMINATION BASED ON INCOME

(1) CLIENT GROSS INCOME FROM WORK SHEET _____ AND FAMILY SIZE _____

(A) IS GROSS INCOME WITHIN ALLOWABLE LIMITS FOR FAMILY SIZE? YES_____ NO_____

(2) IS CLIENT CURRENTLY RECEIVING MEDICAID ASSISTANCE? YES_____ NO_____

(IF #1A AND 2 ARE YES CLIENT IS ELIGIBLE, CHECK INCOME ELIGIBLE WITH MEDICAID IN SECTION "E" AND INDICATE MEDICAID CARD # IN APPROPRIATE SPACE) (IF ONLY #1A IS YES CLIENT IS ELIGIBLE, CHECK INCOME ELIGIBLE/NO MEDICAID IN SECTION "E")

(IF #1A IS NO CLIENT IS INELIGIBLE, CHECK INELIGIBLE CATEGORY SECTION "E")

E. CLIENT ELIGIBILITY AND VERIFICATION SOURCE

(1) ELIGIBLE INCOME MAINTENANCE RELATED
- ☐ AFDC RECIPIENT
- ☐ SSI RECIPIENT
- ☐ MEMBER AFDC FAMILY UNIT

(2) ELIGIBLE INCOME RELATED
- ☐ INCOME ELIGIBLE/WITH MEDICAID
- ☐ INCOME ELIGIBLE/NO MEDICAID

(3) ☐ INELIGIBLE

VERIFICATION
MEDICAID CARD #_____
MEDICAID LISTING_____
OTHER SPECIFY_____
INITIAL:_____
DATE:_____

F. CLIENT CERTIFICATION AND AGENCY IDENTIFICATION

BY SIGNING MY NAME TO THIS FORM, I AM SAYING THAT THE ANSWERS I HAVE GIVEN ARE TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE. I KNOW THAT IF I HAVE KNOWINGLY GIVE WRONG INFORMATION I AM LIABLE FOR PROSECUTION UNDER STATE LAW.

I GIVE CONSENT TO THE DEPARTMENT OF HEALTH AND REHABILITATIVE SERVICES OR ITS CONTRACT SERVICE PROVIDERS TO MAKE INQUIRY CONCERNING MY STATEMENTS.

I KNOW I HAVE THE RIGHT TO ASK FOR A FAIR HEARING IF I AM DISSATISFIED WITH THE DECISION OF THE DEPARTMENT OF HEALTH AND REHABILITATIVE SERVICES REGARDING MY ELIGIBILITY FOR SERVICES.

PARENT/GUARDIAN/CLIENT SIGNATURE:_____ DATE:_____

(1) NAME OF WORKER COMPLETING FORM _____

(2) SERVICE AGENCY OR INSTITUTION: Community Coordinated Child Care FOR CENTRAL FLORIDA, INC. (4) DATE COMPLETED_____

(3) AGENCY ADDRESS: 816 Broadway Orlando, Florida 32803

HRS-04-001-(11-1-75)

TITLE XX
INCOME WORK SHEET

INDIVIDUAL (S) WORKING	CHECK "YES OR "NO"	GROSS MONTHLY INCOME	NAME AND ADDRESS OF EVERY EMPLOYER
A. CLIENT-RECEIVES MONEY FROM FULL AND/OR PART-TIME WORK THAT HE/SHE DOES	YES ( ) NO ( )		
B. INCOME OF CHILD(REN) 14 YEARS OF AGE AND ABOVE IN THE FAMILY UNIT.	YES ( ) NO ( ) CHILD'S FULL NAME		
C. CLIENTS HUSBAND/WIFE RECEIVES MONEY FROM FULL OR PART-TIME WORK (IF HUSBAND OR WIFE-DOES NOT LIVE WITH CLIENT ANSWER "NO").	YES ( ) NO ( ) HUSBAND/WIFE FULL NAME		
D. INCOME OF OTHER MEMBERS OF THE FAMILY UNIT.	YES ( ) NO ( ) FULL NAME		

E. OTHER INCOME		AMOUNT			AMOUNT
A. CHILD SUPPORT	YES ( ) NO ( )		J.	INTEREST OR DIVIDENDS FROM STOCKS, BONDS INVESTMENTS, ANNUITIES	YES ( ) NO ( )
B. ALIMONY	YES ( ) NO ( )		K.	PAYMENT FROM BOARDERS	YES ( ) NO ( )
C. UNEMPLOYMENT COMPENSATION	YES ( ) NO ( )		L.	INCOME FROM HOUSE OR ROOM RENTED TO SOMEONE ELSE	YES ( ) NO ( )
D. WORKMAN'S COMPENSATION	YES ( ) NO ( )		M.	INCOME FROM LAND RENTED TO SOMEONE ELSE	YES ( ) NO ( )
E. MILITARY ALLOTMENT	YES ( ) NO ( )		N.	PAYMENTS FROM INSURANCE	YES ( ) NO ( )
F. VETERAN'S OR GI BENEFITS	YES ( ) NO ( )		O.	INTEREST FROM SAVINGS ACCOUNT	YES ( ) NO ( )
G. RAILROAD RETIREMENT	YES ( ) NO ( )		P.	NET INCOME FROM NON-FARM SELF EMPLOYMENT	YES ( ) NO ( )
H. SOCIAL SECURITY	YES ( ) NO ( )		R.	NET INCOME FROM FARM SELF EMPLOYMENT	YES ( ) NO ( )
I. OTHER PENSIONS, DISABILITY OR RETIREMENT BENEFITS	YES ( ) NO ( )		S.	NET ROYALTY INCOME	YES ( ) NO ( )
			T.	PUBLIC ASSISTANCE OR WELFARE PAYMENTS	YES ( ) NO ( )

TOTAL GROSS MONTHLY INCOME _____

State of Florida
Department of Health & Rehabilitative Services
ADDENDUM TO TITLE XX APPLICATION/CHILD DAY CARE SERVICES

DATE:

A. GENERAL INFORMATION

1. Name of Primary Recipient | SSN

Race | Sex | D.O.B. | Marital Status

2. Name of Spouse of Above (if in home) | Address & Zip Code

3. Child's Name | D.O.B. | Name of Center

a. 1st or Add. Child _____ b. Daily fee 1st Child $_____ c. Daily fee this child $_____

d. Inf. ( ) Pre. ( ) b&A ( ) e. No. in Family _____ f. Gross Income $_____

g. Orig. Enrl. ( ) Redet. ( ) Trans. ( ) Change ( ) h. Auth. Req. _____ to _____

i. Names of other children enrolled in Program; Center: _____

B. ELIGIBILITY INFORMATION

1. Primary Recipient is Eligible as:

a. ( ) Income Maintenance b. ( ) Income Status c. ( ) Weekly Fee Assessed $_____

2. Primary Recipeint meets the required purpose for care on the basis of the following qualifying conditions (check as applicable:

a. ( ) Primary Recipient accepting or continuing employment with:
Firm: _____ Address: _____ Phone: _____

b. ( ) Primary Recipient participating in training leading to employment.
Program: _____ Phone: _____

c. ( ) Mother is dead, continually absent, or incapacitated and adequate care is not available from family members.

d. ( ) Spouse of Primary Recipient is in the home but cannot provide care because
(1) ( ) Employment Firm: _____ Address: _____
Phone: _____
(2) ( ) Training Program: _____ Phone: _____
(3) ( ) Inability to provide adequate care. Specify reason:

e. ( ) Primary Recipient is not the child's mother, does not have a spouse in the home, is not in work or training, but is not able to provide adequate care. Reason for Inability to provide adequate care:

C. PURCHASE PROVIDER

Name: | Phone:

Address: | City:

D. HRS OFFICE

Address: | Phone:

HRS Worker | Section/Unit No.:

E. HRS AUTHORIZATION

( ) Care is authorized for the above child from _____ (Mo/Day/Yr) to _____ (Mo/Day/Yr)

F. NOTICE OF INELIGIBILITY

( ) Child determined ineligible for child day care service.
Date of Notice to Caretaker Relative _____ Method of Notice _____

_____ Signature, Center Representative

_____ Signature, HRS Service Worker

_____ Date, Child Accepted

_____ Date, Authorization Completed

DFS-S-2016
9/75

Enrolled _____ Dropped _____ Group A _____ Group B _____

DATE: _____

A. GENERAL INFORMATION

1. Name of Primary Recipient | SSN

Race | Sex | D.O.B. | Marital Status

2. Name of Spouse of Above (if in home) | Address & Zip Code

3. Child's Name | D.O.B. | Name of Center

a. 1st or Add. Child _____ b. Daily fee list Child $_____ c. Daily fee this child $_____

d. Inf. ( ) Pre ( ) P&A ( ) e. No. in Family _____ f. Gross Income $_____

g. Orig. Enrl. ( ) Redet. ( ) Trans. ( ) Change ( ) h. Auth. Req. _____ to _____

i. Names of other children enrolled in Program; Center: _____

B. ELIGIBILITY INFORMATION

1. Primary Recipient is Eligible as:

a. ( ) Income Maintenance b. ( ) Income Status c. ( ) Weekly Fee Assessed $_____

DISPOSITION OF TITLE XX APPLICATION FOR SOCIAL SERVICES

Name		Social Security No.
Address	City/Zip Code	Telephone No.
Date of Application	Type of Service Applied for DAY CARE SERVICE	

Your TITLE XX APPLICATION FOR SOCIAL SERVICES has been reviewed. It has been determined that you are:

[ ] Eligible to receive the service you applied for effective _____ for the period of _____ providing your circumstances remain the same.

Your _____ (No.) child(ren) are authorized at _____ (Name of Center) Day Care Center beginning _____ (Date authorized).

[ ] Eligible to receive the service you applied for. We are unable to place your _____ child(ren) in a day care center at this time for one of the following reasons:

( ) no space available in the center of your choice.
( ) no space available in your area.
( ) no space available in entire program.

[ ] Eligible to receive the service you applied for but choose to not place your child(ren) at this time for the following reason: _____

_____.

[ ] Ineligible to receive service you applied for.

If you have any questions, please call:

_____ Signature

_____ Date

_____ Name of Worker

425-0509 Telephone Number of Worker

COMMUNITY COUNSELOR Title

COMMUNITY COORDINATED CHILD CARE FOR CENTRAL FLORIDA, INC. Representing Agency

COMMENTS:

CLIENT SIGNATURE: _____ DATE: _____

PARENT AGREEMENT

NAME OF CENTER _____

NAME OF CHILD _____ BIRTH DATE _____

DATE ENROLLED _____ DATE WITHDRAWN _____

_____

HOME ADDRESS OF CHILD CITY STATE ZIP CODE

_____

MOTHER'S NAME HOME ADDRESS HOME PHONE

_____

BUSINESS ADDRESS BUS. PHONE

_____

FATHER'S NAME HOME ADDRESS HOME PHONE

_____

BUSINESS ADDRESS BUS. PHONE

MARITAL STATUS: Single___ Married___ Separated___ Divorced___ Widowed___

NUMBER IN FAMILY UNIT? (Parent(s) & Children at home) _____

LIST THE CHILD'S REGULAR MEDICATION AS PRESCRIBED BY DOCTOR:

Name: Medication: Reason:

_____

_____

_____

LIST ALLERGIES: _____

IS CHILD ON A SPECIAL DIET? Yes___ No___ If yes, describe _____

_____

Church Preference _____ Race _____

Hospital Preference _____

REV. 4/12/77

I would like for my child to participate in the Community Coordinated Child Care program and I understand that my participation will be of importance to his/her success in the program.

I give my consent for my child(ren) to participate in any and all organized field trips taken by the children which are part of the planned center program.

Should my child(ren) become ill, or suffer an accident of any kind, during the time that he is in the care of the center, the center shall contact parent or guardian immediately. In the event the center is unable to reach parent or guardian, it shall be authorized to secure such medical attention and care for the child as may be necessary. I understand that I am responsible for any fees not covered by center insurance.

CHILD'S DOCTOR _____ TELEPHONE NUMBER: _____

MEDICAIDE NUMBER: _____

IN EMERGENCY CALL: (Persons other than parent(s) or guardian)

Name Phone

Name Phone

CENTER SHALL PERMIT ONLY THE FOLLOWING PERSONS TO REMOVE CHILD(REN) FROM CENTER:

_____ _____

Name Name

_____ _____

Name Name

CENTER SHALL RECEIVE WRITTEN AUTHORIZATION TO PERMIT ANY OTHER PERSON TO REMOVE CHILD FROM CENTER.

It is the responsibility of the parent(s) or guardian to see that the child(ren) have an annual medical examination and all immunizations shall be up to date.

PARENT(S) OR GUARDIAN MUST NOTIFY THE CENTER IN THE EVENT THAT THEY ARE UNABLE TO PICK UP THE CHILD(REN) AT THE FOLLOWING AGREED UPON TIME _____

DATE _____ SIGNATURE _____

(PARENT OR GUARDIAN)

b. Determine Eligibility of Family for 4C Funding Assistance

For most funding sources 4C has the authority to determine eligibility of the parent. However, we routinely verify with the employer or the funding source. (For instance, if a parent states he/she is a student in a CETA employment training program and therefore eligible for child care paid by them, the counselor phones the CETA training office to verify the date of the training and that he/she is presently attending). Criteria are built into each funding source: Coca Cola pays 4C for the child care of its field employees; therefore, one criteria is that to be paid for with the funding source the parent must be an employee in Coca Cola groves. Others are similar. These generate forms for enrollment for each funding source, which, like all papers, need frequent review for possible reduction.

c. Maintain Locations Where Parents May Apply for Assistance

When gasoline became a precious commodity 4C established counselors offices in eleven geographic sectors of the two county area. These enable parents to find the counselor with little or no trouble in a setting not unfamiliar to them and without traveling long distances. Though drop-in applicants are accepted, an effort is made to publicize the phone number in each sector office and encourage appointments. Parents need to bring proof of income level and records of child's immunization and recent physical or date to have physical exam, so an initial telephone conversation saves time and trouble. However, the drop-in parent is welcomed, and often is merely seeking information about the program in general.

The sector office establishes an identification of the program as belonging to the neighborhood. From that office the counselor, on a planned basis, visits all child care centers, other service agencies, business leaders, etc. in his/her sector, to be recognized and to know the neighborhood. Routine monitoring of centers is done from the sector office. No director, administrator or board member will make visits in the sector without notifying the counselor for the sector.

The space for sector offices is always donated. Some are just desk space located in public school facilities, as community school adult centers.

Some are in CAP agencies, some are in State Health and Rehabilitative Services community offices, some are in County Community Affairs outreach offices, some are in child care centers and civic center buildings. 4C always provides the furniture and private telephone. We feel it is an advantage to the host agency to have the traffic we generate, adults who would otherwise not likely know of their services.

Sector offices are used for many things in addition to the above. At these locations parents may pick up food stamp applications and learn where to make that appointment; they may pick up application for housing subsidy under the County. Furthermore, center directors turn in their bills for payment at the sector offices at the end of each pay period.

Because this tends to build a "family" base for the counselor and potentially separate him/her from the main 4C office and procedure, 4C Counselors are rotated from sector to sector quarterly. This is sometimes painful, but results in Counselors' knowledge of the entire area, which means consistent information from sector to sector. In order to facilitate the rotation it was necessary to base all Counselors at 4C HOUSE and pay mileage from there to the sector offices each day. Otherwise, the hardship for travel, falling so unequally, would have made continued employment prohibitive for Counselors in the distant sectors.

d. Maintain Mechanism for Verifying to Center the Amount 4C Will Pay for Each Child.

Experience dictates that centers must have verification from 4C in writing before accepting the parents statement that 4C will pay for his/her child. A copy of the eligibility statement, a "payment card" or other mechanism will do. In actual practice, the Counselor telephones the center of the parents' choice to ascertain whether there is an open funded space before referring the parent. This has the effect of not only locating the space, but notifying the center that the parent was sent by 4C.

4C Payment Card

CHILD'S LAST NAME, FIRST NAME

NAME OF CHILD CARE CENTER

MOTHER'S LAST NAME, FIRST NAME

Infant | Pre-School | Before & After

BIRTHDATE OF CHILD

ELIGIBILITY CERTIFIED 4C COUNSELOR

PARENT S.S. NUMBER

DATE ENROLLED

DROPPED

—TO—
DATES OF AUTHORIZATION

NO. IN FAMILY

FAMILY INCOME

Group A | Group B

INCOME MAINTENANCE ELIGIBLE

First or Additional child (presently enrolled)

DAILY FEE — FIRST CHILD

NAMES OF OTHER CHILDREN IN FAMILY ENROLLED IN THIS OR OTHER CENTERS:

DAILY FEE — THIS CHILD

SCHOOL DAY FULL

Contr. Daily Rate Child Care Ctr.

Daily Amt. to be Paid by 4-C for this Child

LOCAL FUNDING SOURCES

COUNTY | DONOR | INC. CITY OF RES. | BUSINESS MATCH

DATE _____ BY _____

ORIG. ENROL. ☐ REDET ☐ CHANGE ☐

Rev. 1/78

e. Establish Parents' Fees

Our intent is to create fee paying customers from welfare clients. When we pay the center rate for clients by subsidizing their partial fee, they become valuable customers at any center. This has meaningful effect on the parent and child. It is one of the significant advantages of the purchase system. If we do our task correctly, the subsidized, or funded, parent is invisible. No one at the center knows except the director and the parent, that his/her fee is less than normal for that center.

Fees, then, are important for the funded parent. They must be collected as for anyone else and on time. If they are not paid, the center has the right to ask the family to leave. 4C never pays parents' fee, only the difference between that fee and the center rate (which we refer to as the 4C net cost payment). As the parent income increases, the fee increases, or vice versa. If a parent is delinquent in fees, the center should notify the Counselor and the Counselor may be able to readjust the fee and the 4C net cost, but 4C never assumes to pay the delinquent fee. If a family emergency creates a need to reassess a fee, the 4C Counselor does so.

The child is the parents' responsibility. We are not assisting parents nor children when we assume that responsibility for them, even in the form of subtle assumption such as a waiver of a weekly $1.50 fee. Child care assistance is not a direct welfare service, and payment of a minimal fee becomes a matter of the parents' priority. If the parent chooses not to pay the properly arranged fee he/she may find no center will accept him/her. The result will be lack of child care assistance, followed by loss of job, followed by reapplication for full welfare assistance and requests.

4C does not try to solve all the needs of all people; we simply assist working families, or families training to work, by paying part of their child care costs for them. They are not forced to accept our help; nor do we, by helping them, adopt any ownership of their children or their problems. Our experience has been that even the most needy families really appreciate this attitude and are amply willing to pay their small fee and become part of the mainstream of working families who care for their own children.

TITLE XX CHILD DAY CARE FEE SCHEDULE: To be published in the final Comprehensive Annual Services Program Plan for fiscal year 1977-78: TO BE EFFECTIVE July 1, 1977

wkly fee	NUMBER OF PERSONS IN FAMILY													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
.60	3300	3700	4600	5500	6400	7300	7425	7590	7755	7920	8085	8250	8415	8580
	2893	3820	4747	5674	6582	7490	7660	7831	8001	8171	8341	8511	8682	8852
1.20	2894	3821	4748	5675	6583	7491	7661	7832	8002	8172	8342	8512	8683	8853
	2987	3941	4895	5849	6785	7721	7896	8072	8248	8423	8598	8774	8950	9125
1.80	2988	3942	4896	5850	6786	7722	7897	8073	8249	8424	8599	8775	8951	9126
	3081	4062	5043	6024	6988	7952	8133	8313	8494	8676	8856	9037	9217	9398
2.40	3082	4063	5044	6025	6989	7953	8134	8314	8495	8677	8857	9038	9218	9399
	3175	4183	5191	6199	7191	8183	8369	8555	8741	8927	9113	9299	9485	9671
3.00	3176	4184	5192	6200	7192	8184	8370	8556	8742	8928	9114	9300	9486	9672
	3269	4305	5339	6374	7394	8414	8605	8797	8988	9179	9370	9561	9753	9944
3.60	3270	4306	5340	6375	7395	8415	8696	8798	8989	9180	9371	9562	9754	9945
	3363	4425	5487	6549	7597	8645	8841	9038	9235	9431	9627	9824	10,021	10,217
4.20	3364	4426	5488	6550	7598	8646	8842	9039	9236	9432	9628	9825	10,022	10,218
	3457	4546	5635	6724	7800	8876	9078	9279	9481	9683	9885	10,087	10,288	10,490
4.80	3458	4547	5636	6725	7801	8877	9079	9280	9482	9684	9886	10,088	10,289	10,491
	3551	4667	5783	6899	8003	9107	9314	9521	9728	9935	10,142	10,349	10,556	10,763
5.40	3552	4668	5784	6900	8004	9108	9315	9522	9729	9936	10,143	10,350	10,557	10,764
	3645	4788	5931	7074	8206	9338	9550	9763	9975	10,187	10,399	10,611	10,824	11,036
6.00	3646	4789	5932	7075	8207	9339	9551	9764	9976	10,188	10,400	10,613	10,825	11,037
	3739	4909	6079	7249	8409	9569	9786	10,004	10,222	10,439	10,656	10,874	11,092	11,309
6.60	3740	4910	6080	7250	8410	9570	9787	10,005	10,223	10,440	10,657	10,875	11,093	11,310
	3833	5030	6227	7424	8612	9800	10,023	10,245	10,468	10,691	10,914	11,137	11,359	11,582
7.20	3834	5031	6228	7425	8613	9801	10,024	10,246	10,469	10,692	10,915	11,138	11,360	11,583
	3927	5151	6375	7599	8815	10,031	10,255	10,487	10,715	10,943	11,171	11,399	11,627	11,855
7.80	3928	5152	6376	7600	8816	10,032	10,260	10,488	10,716	10,944	11,172	11,400	11,628	11,856
	4021	5272	6523	7774	9018	10,262	10,495	10,729	10,962	11,195	11,428	11,661	11,895	12,128
8.40	4022	5273	6524	7775	9019	10,263	10,496	10,730	10,963	11,196	11,429	11,662	11,896	12,129
	4115	5393	6671	7949	9221	10,493	10,731	10,970	11,203	11,447	11,685	11,924	12,163	12,401
9.00	4116	5394	6672	7950	9222	10,494	10,732	10,971	11,204	11,448	11,686	11,925	12,164	12,402
	4209	5514	6819	8124	9424	10,724	10,966	11,211	11,455	11,699	11,943	12,187	12,430	12,674
9.60	4210	5515	6820	8125	9425	10,725	10,969	11,212	11,456	11,700	11,944	12,188	12,431	12,675
	4303	5635	6967	8299	9627	10,955	11,204	11,453	11,702	11,951	12,200	12,449	12,698	12,947
10.20	4304	5636	6968	8300	9628	10,956	11,205	11,454	11,703	11,952	12,201	12,450	12,699	12,948
	4397	5756	7115	8474	9830	11,186	11,440	11,695	11,949	12,203	12,457	12,711	12,966	13,220
10.80	4398	5757	7116	8475	9831	11,187	11,441	11,696	11,950	12,204	12,458	12,712	12,967	13,221
	4491	5877	7263	8649	10,033	11,417	11,676	11,936	12,196	12,455	12,714	12,974	13,234	13,493
11.40	4492	5878	7264	8650	10,034	11,418	11,677	11,937	12,197	12,456	12,715	12,975	13,235	13,494
	4585	5998	7411	8824	10,236	11,648	11,911	12,177	12,442	12,707	12,972	13,237	13,501	13,766
12.00	4586	5999	7412	8825	10,237	11,649	11,914	12,178	12,443	12,708	12,973	13,238	13,502	13,767
	4680	6120	7660	9000	10,440	11,880	12,150	12,420	12,690	12,960	13,230	13,500	13,670	14,039

25% of the fee charged the first child will be charged for each additional child in the same family

f. Maintain Mechanism for Constant Determination of How Many Funded Children May be Enrolled at Any Sub-contracting Center at Any Given Time Without Underutilization of Funds Available or Over-Expenditure at the End of the Funding Period.

Each child enrolled at a given center encumbers a fixed amount of money for the remainder of the funding year. This can be calculated given the center, rate, less the parents' fee, times the days remaining in the year. Such calculation is made at the beginning of the pay period for every sub-contracting center by the counselor for that center, and the counselor then knows how many additional children, if any, may be placed there. This changes as children add and drop. The form we use for this calculation is on the next page.

CENTER:_____ TOTAL CONTRACT $_____

DATE: _____ (1st day in Period)

		Total Net Cost/Day (from children's list)	X	Days Remaining (from enrollment days chart)	=	$ Encumbered	
1)	Pre-School	a)$_____	X	b) _____	=	c) $_____	(1)
2)	Infant	a)$_____	X	b) _____	=	c) $_____	(2)
3)	School Age School days	a)$_____	X	b)_____	=	c) $_____	(3)
4)	School Age Full days	a)$_____	X	b)_____	=	c) $_____	(4)

Total $ Encumbered (Add Lines 1c through 4c) (5) $_____

Total $ Spent to date (from Acct. Dept. form) (6) $_____

Total Projected Yearly Expenditure (Add lines 5 & 6) (7) $_____

TOTAL CONTRACT (8) $_____

Total Projected over/under (Subtract line 7 from line 8) (9) $_____

IF LINE #9 IS A POSITIVE FIGURE, children may be enrolled; if NEGATIVE, children may only be dropped.

CHILDREN ENROLLED OR DROPPED THIS PERIOD

	Category of care	Net Cost/Day	X	Days Remaining	=	$ Encumbered	E(-) D(+)	Enroll Drop	$ Over/Under
10)	_____	$_____	X	_____	=	$_____	___	10)	$_____
11)	_____	$_____	X	_____	=	$_____	___	11)	$_____
12)	_____	$_____	X	_____	=	$_____	___	12)	$_____
13)	_____	$_____	X	_____	=	$_____	___	13)	$_____
14)	_____	$_____	X	_____	=	$_____	___	14)	$_____
15)	_____	$_____	X	_____	=	$_____	___	15)	$_____

To add a child, calculate $ encumbered and subtract from total on line #9.
To drop a child, calculate $ encumbered as above, and add to total on line #9.
Continue a running total on lines 10 through 15.

g. Maintain Mechanism for Payment to Centers and Determine Information From Center to Trigger Payment.

The attendance sheet is the bill. 4C pays centers for each child enrolled, but enrollment is defined as follows: If a child was placed by us and has been in attendance each day, or if absent no more than two consecutive days unexcused, or if absent no more than five consecutive days with a written excuse from the parent, or if absent no more than ten consecutive days with a letter from a doctor, (or occasionally from the 4C Nurse) then the child is enrolled. Absences must be noted if they extend from one pay period into the next. The 15th and last day of the months are the last days of the pay periods.

Center directors deliver their attendance sheets, one for each funding source used at that center, listing the children enrolled under that funding source and their attendance record, with excuses to show to the Counselor in the sector office. There they are checked for accuracy, verifying that the children are indeed "ours" and noting that excuses for absences are in order. The Counselor also maintains a record of the child's physical for this must be current for us to pay for the child.

Approved attendance sheets are delivered by the Counselor to the 4C Accounting Department where the amount we agreed to pay for each child is listed on the sheet. Sheets are then processed until one final bill is compiled for each funding source and delivered to them.

Centers are paid from a revolving fund 4C has generated. The fund is repaid (usually within 30 days) by each of the funding sources.

REPORT OF CHILDREN ENROLLED AT CENTER

CENTER: _____

PERIOD FROM: _____ TO: _____

	INFANTS			PRE-SCHOOLERS			SCHOOL CHILDREN		
	ELIGIBLE	WIN	INELIGIBLE	FLIGIBLE	WIN	INELIGIBLE	ELIGIBLE	WIN	INELIGIBLE
NUMBER OF CHILDREN ENROLLED									
DAYS ENROLLED THIS PERIOD									

Number of WIN families served _____.

The information in this report and in the attached record of attendance is true and correct to the best of my knowledge.

_____
Director's Signature

DAILY ATTENDANCE

CENTER: _____
ADDRESS: _____
_____

PERIOD FROM: _____ TO: _____
PREPARED BY: _____
PHONE: _____

NAME OF CHILD	PRE-SCH	INFANT	SCHOOL-AGE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	TOTALS	-DATE- ENROLLED DROPPED COMMENTS	EXCUSE NOTE VERIFIED BY 4C COUNSELOR

DAILY ATTENDANCE

CENTER: _____
ADDRESS: _____
_____

PERIOD FROM: _____ TO: _____
PREPARED BY: _____
PHONE: _____

NAME OF CHILD	PRE-SCH	INFANT	SCHOOL-AGE	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTALS	-DATE- ENROLLED DROPPED COMMENTS	EXCUSE NOTE VERIFIED BY 4C COUNSELOR

Center _____

Date _____

Name of Child	Child Days	Parent Fee	C P	Total Parent Fee	Title XX Payment	
1.						
2						
3						
4						
5						
6						
7						
8						
9						
0						
1						
2						
3						
4						
5						
6						
7						
8						
9						
0						
1						
2						
3						
4						
5						

B. Activities for System of 4C Involvement With Child Care Centers

1. Arrange Publicity to Inform Centers

Activities needed for publicity to parents as to availability of assistance, as well as activities in fund raising (part C this Chapter) may also serve to alert the child care centers that you will wish to purchase part of their space for funded children. However, this needs to be made very clear, else they will assume that you plan to open your own centers in competition with them. True to the 4C Premise, 4C has committed not to use public funds to compete with the many centers and homes already serving the public, but to buy space in them. We have found that centers are able to enlarge their space available and to build new facilities if we are reasonably sure that our purchases will continue.

Licensing department lists and telephone book lists (yellow pages) are available as a beginning, and center owners will add others to the list. First, 4C wrote to child care owners with an invitation to join 4C and to attend the first meeting for organization. (Chapter IV will deal with the organizational structure of 4C, but it is not made up of child care directors.) The more familiar with the operation procedures of 4C center directors can be, and the more honest their representation is on the 4C Board, the healthier 4C and the entire child care community will be.

2. Encouragement of Establishment of Child Care Owners and Directors Association

When this 4C began there was no relationship at all between the many child care directors in the area, or owners of child care centers. Some had worked for fifteen years within a mile of each other and had never met or conversed. 4C assumed that they could rise above their competitive feelings for one another and benefit from joint meetings, and that is what happened. Subjects for these meetings and speakers were provided by 4C and included: "national legislation regarding child care funding," which was a threat to them; "licensing," which troubled all of them equally, "zoning for child care homes," which allowed new operations, again a threat to them, "new state office for children," a glimmer of hope; and, much later, some programs on child care curriculum, cardboard carpentry, workshops on music and games, playgrounds, etc. These developmental activities were not useful until center owners became acquainted and realized that they could help each other and not lose business. As always, all programs were useful only because capable, qualified speakers from appropriate agencies were present to

supply useful "hard" information. These were not buzz groups or ventilation sessions. After about a year the Child Care Owners Association incorporated separately from 4C at their own wish. They are free to lobby, and do so. Most often they and 4C are in accord. For them to have remained a part of the 4C corporation would eventually have become a conflict of interest. They now meet separately as well as participating in the 4C public programs described in II, C, 2.

3. Provide Information and Referral

Hundreds of calls are answered at 4C HOUSE, responding to parents who wish to know where a child care center is near their home, or their work, or where to find a child care center which offers a certain service or has a certain style of teaching. While it is important for 4C not to recommend one licensed center over another, it is helpful to parents and to centers for 4C to be able to refer the calling parent to five or six centers in the desired geographic area, or to respond that there is a center which provides a special service in a certain location. This information is compiled from many sources and delivered as objectively as possible. The Referral desk also maintains a roster of job openings in centers, as they are listed by the centers, and a file of persons seeking employment with resume's and applications. These applications are delivered to centers on request.

4. Identify Relationships With Centers: Some Sub-Contracting, Some Participating Members Without Sub-Contract

The many activities listed in Part 7 of this section are for all child caretakers, whether they are center owners, child care home parents, employees of either, or parents. The training programs include games and stories all can use, the information needed by all.

It continues to be difficult to publicize the fact that 4C members are not necessarily sub-contracting to receive funded children. Most are, and that makes it more difficult.

But the concept of purchase on the open market requires that if centers choose not to sub-contract with us for reasons of their own, that is surely their privilege. 4C hopes they will be a dues-paying member and participate fully in all the activities of 4C anyway. (Child care centers relate to 4C in either or both of two ways: as a sub-contracting center in which 4C pays for the care of eligible children 4C places there; or as a dues paying member center without sub-contracting, in which

instance the center participates in 4C programs, training classes, etc., but there is not a financial relationship.) Because this has always been our concept, we have generated funding for the operation of the 4C office, which is of benefit to all centers, separate from the funding for families child care assistance. The first part of our mission is to help to improve all child care and children's services in the community, and that is not necessarily contingent upon the family assistance part.

5. Maintain Mechanism for Sub-contracting

a. Identify Standards Which Sub-contracting Centers Will be Expected to Meet if they Wish to Receive Funded Children.

Ideally, if a center is licensed 4C should be able to purchase space from it. If licensing were for the protection of all children, tax payers and funded child alike, then centers who met the licensing standard could receive any child. In Central Florida as in many States, there is a difference between the standards required for the Title XX funded child and the general public. Until these are resolved, there must be a level of standard published which purports to meet the federal standard as well as the state or local licensing standards. Also, the Child Care Food Program (which is not administered by this office) requires the Federal Interagency Day Care Requirements, as does the CETA bill for care it purchases.

These must be carefully considered and described to the child care centers with whom we wish to contract. However, there are different ways to approach this problem, and ours has been to encourage the center to, with our help, grow into meeting the standards as funds begin to flow into the center. It is unrealistic to say that the center should employ additional staff before the money is received, but it is necessary to state that the contract will be cancelled within 30 days if the staff is not acquired immediately after the money begins to flow. Addition of learning centers, clean bright paint, well equipped playgrounds, etc., are all expected within three months of the initiation of the contracts.

Generally child care owners are eager to improve their centers. A miniscule percentage however, take advantage of this mode of contracting. The provisional entry as a sub-contracter must be followed by conscientious monitoring and cancellation of the sub-contract with removal of the funded children (unless the parent likes the center well enough to pay the full rate to stay).

It is sometimes difficult to merge the concept of parents' full choice with the necessity of judging the center on standards required by the funding source. To be true to our own opinions,

the 4C organization ought to purchase care wherever the parent wishes. But reality of life is that federal standards have existed and have been written into the legislation and until the Congress is willing to accept the decisions of the individual parent and let applicable protective licensing safeguard the fee paying customer's child and the funded child alike, there has to be a double standard to protect 4C under audit.

Ideally, the eligibility levels of the several funding sources should give assistance to any family who cannot pay the rates needed to meet the standards required. 4C for Central Florida is not able to assist all families in need as yet, but the capability is in sight, especially as a parent may be transferred from one source of funding assistance to another within 4C Accounting Department without any change in the child's daily activity.

b. Develop Form for Center to Apply and Place to Apply for Sub-contract.

When the child care community learns that 4C is able to pay for their low income customers, they are eager to apply for that sub-contract and to send their needy families to the Counselor. Forms we presently use for their application for sub-contract are on the following page. Each form must include the requirements of the funding source. It is imperative that we hold a sub-contract with every center for each separate funding source in order to be able to account to the funding source as to requirements met. This is precisely the service 4C has to offer to the funding source - placement of children, accounting for the costs, assurance that requirements are met.

Applications for sub-contract may be mailed to requesting centers, but evaluation of center and discussions of responsibilities will take place before the completed application is accepted.

APPLICATION FOR PURCHASE OF DAY CARE SERVICE AGREEMENT - TITLE XX

State of Florida
Department of Health & Rehabilitative Services, District ___

1. IDENTIFYING INFORMATION

a. Official Name of Program Submitting Application

b. Mailing and Street Address, if both are applicable

c. Name and Title of Contact Person | Telephone No. (Area Code)

d. Name, Address, and Telephone No. of Payee

2. LEGAL STATUS OF PROGRAM

[ ] Private, Proprietary - Unincorporated
[ ] Private, Proprietary - Incorporated
Date of Incorporation_____
State_____
[ ] Public

[ ] Private, Non Profit - Unincorporated
[ ] Private, Non Profit - Incorporated
Date of Incorporation_____
State_____

3. PROPOSED PERIOD OF AGREEMENT

From_____ to_____
Month Day Year Month Day Year

Preferred Payment Period: No. of Days of Service:

4. a. TOTAL NUMBER OF ELIGIBLE CHILDREN FOR WHICH SERVICES WOULD BE PROVIDED:_____(estimated).

b. BREAKDOWN BY TYPE OF CARE FOR CHILDREN SERVED AND RATES CHARGED PER CHILD PER DAY:

(Estimated):	# Eligible Children	Daily Rates	# Days Service	Projected Cost Per Type of Care*	# Ineligible Children
Center-Based Care for Preschoolers					
Infant Care					
Before & After School Care Average 4 hours					
Average 6 hours					
Before & After School Care Full Day					

TOTAL FUNDS REQUESTED: LOCAL FUNDS REQUIRED: (12½% of Total Funds Requested)

* Formula: No. of days x daily rate x eligible children.

5. a. Does the County have a current local licensing authority? [ ]Yes [ ]No
If yes, what authority?_____
b. Does the Program have a current local license? [ ]Yes [ ]No
c. Licensed Capacity: 0-2 years_____ 2-6 years_____ School-Age_____
d. Is the Program in full compliance with the State of Florida's Minimum Standards for Child Care Programs? _____ If not, what steps must be taken to reach compliance?_____
e. What is the estimated time necessary to reach compliance?

6. Is a Program brochure or other substantiation of rates attached? [ ]Yes [ ]No

7. Is the Civil Rights Compliance form attached? [ ]Yes [ ]No

8. Is the Civil Rights Review form attached? [ ]Yes [ ]No

DFS-S-2053 Rev. 3/76 [ ] New Application [ ] Renewal Application [ ] Amended Application

c. Develop Procedures for Purchase of Child Care Services and Negotiated Rate Per Child.

There are many ways to "justify" the rates paid to a child care center for service. None fully guarantees that the costs are reasonable for the service rendered nor that the funds are spent on the designated child. Our procedure, and we feel it is the most effective of any, is to accept the published rate card of the center. Our own rule is not to purchase more than 30% of the space in any single center. Therefore the rate we pay is governed by the 70% full-rate paying customers, not the funding assistance program.

In actual practice there are some variations. Florida Title XX Administration places a maximum allowable payment, but requires that the same price be paid for each child in the family. This creates an artificial situation in that most centers publish a rate card with a price for the first child and rate reductions for additional children in the same family. We are able to purchase care from centers which charge more than we can pay, because we pay more for the subsequent children in the family than they charge. We look forward to the day when the state will allow simple purchase using the rate card. (However in communities or in centers where Title XX buys the entire center, the rate card is meaningless, and for this reason we foresee a continuation of the maximum allowable payment.)

When we purchase care with CETA or other funds, we purchase space simply from the rate card taking advantage of any discount the center offers. (Pertinent here is the discussion of parents' fees in part C, Section A-4 - System of Involvement with Parents.) If there is any question about the center's faithful utilization of the rate card we have been provided, an interview with a full-rate paying customer will help, even a notarized statement from several such customers.

Some centers accept many Title XX children, then accept other children who are not full-rate paying but for whom 4C does not pay. In these cases we

require that the center document to us the income they receive which creates the full-rate for the other low income children.

In no case do we examine the expense budget of the centers. Our concern is paying a customary and reasonable rate for child care service, and that the service we receive is what we expected to receive, meeting the standards we required by sub-contract and showing that the children who received that service were there, and were identifiably the children for whom we agreed to pay.

It has been our observation that study of the center's budget brings only more attention to the budget and less attention to the children's program. For three years in its beginning 4C used the budget line item reimbursement procedure with all centers, and at the end of three years found deep involvement between center staff and 4C personnel over budget matters and center staff salaries, but little or no involvement of the center board with the center staff, nor concern over who the children served were nor what happened to them from day to day. We knew exactly how much the center spent for materials, personnel, food, etc., but not much about the daily program.

Not only does the negotiated rate for unit of service purchase procedure enable us to purchase care from reputable private for profit centers, it is a far better method to provide accountability when purchasing from non-profit centers. Publicly operated centers could also use a fixed rate system, because it does enable a center to spend more one period and less another, accumulating a few pennies toward a major purchase in a self-respecting way, and assuming far more responsibility for efficient operation of its own program. This purchase system puts the focus on children instead of dollars. The result is a less costly program!

Sample Brochure and Rate Card
Submitted as part of the sub-contract
between Eatonville Kindergarten and
Day Nursery, Inc.

E A T O N V I L L E K I N D E R G A R T E N

&

D A Y N U R S E R Y , I N C.

140 West Street
Eatonville, Florida
32751

A HAPPY, CREATIVE ENVIRONMENT FOR SIX MONTHS TO FIVE YEARS OLD BOYS AND GIRLS.

****

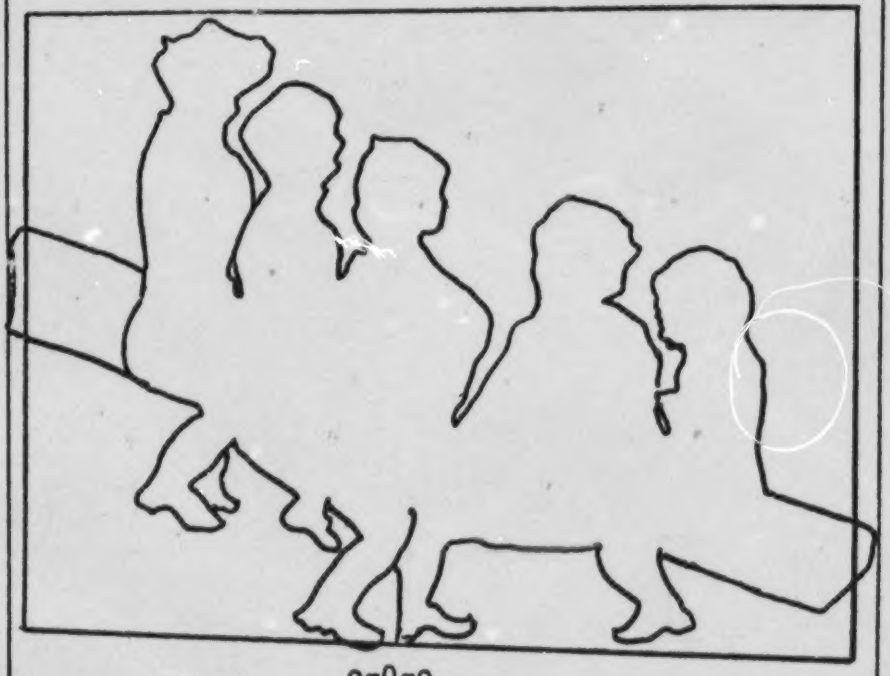
PHONE: 644-5388

HOURS: 7:00 A. M. to 5:00 P. M.

MONDAY THRU FRIDAY

MRS. ZETHEL WILLIAMS ..... DIRECTOR

THE PLAY'S THE THING - WILLIAM SHAKESPEARE



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A BALANCED PROGRAM OF PLAY, LEARNING AND EXCERCISE IS TYPICAL OF A DAY AT THE EATONVILLE KINDERGARTEN .....

****

A lively program of play, arts and crafts skills, clay modeling, working puzzles, building with blocks and listening to stories and records is combined with exploring the world through books, caring for pets, tending growing things and taking field trips to learn about our community and the four seasons.

-000-

DAILY SCHEDULE - (according to age)

Morning - Breakfast... 8 - 9 A.M.

Morning schedule contd. -

Flag salute, Devotional, Creativity Time: Each child learns at a rate of speed, just for him.

Free Play: Social and physical growth in the out-of-doors.

LUNCH -

10:45 - 12:45 .. (according to age group)

After lunch, a nap

AFTERNOON - (afternoon snacks)

Music, singing, listening to records, story time, trips or playing simple instruments to broaden his talents.

****

YOUR CHILD WILL LEARN TO .....

Broaden his interests and develop to his full ability.

Express what he knows, thinks and feels

Develop his curiosity about the "How" and "Why" of things about him.

Do things through exploring, discovering and creating

Live and play cooperatively in a social group.

HOLIDAYS

New Year	Memorial	Independance
Thanksgiving & Fri. after	Labor Day	Veteran Day
Good Friday		Christmas

****

STAFF

EACH MEMBER OF THE STAFF TAKE STEPS TOWARD CONSTANT PROFESSIONAL PARA-PROFESSIONAL IMPROVEMENT.

IMPROVEMENT IS A NEVER ENDING PROCESS AND IN-SERVICE NEEDS ARE DETERMINED BY CHANGING DEVELOPMENTAL EDUCATIONAL TRENDS.

****

Director	1
Sect. Bookkeeper	1
Educational Dir.	1
Teachers	5
Cook	1
Cook's Aide	1
Teacher's Aide	4
*Registered Nurse	1
*Counselor	1

*These services are rendered through the 4/C office.

FEES

Weekly fees ..... $27.00 per child

SCHOLARSHIPS -

Families who need child care and cannot pay the cost may find help through 4/C. If the family's needs qualify them for the funds, the cost of care may be met through one of the 4/C Scholarship Funds. These funds are provided in part by the Division of Family Services, State of Florida, in part by United Appeal, Orange County and large private donors.

For further information you may contact the Community Coordinated Child Care Center -

816 Broadway
Orlando, Florida
Phone: 425-0509

It is very nice to think
The world is full of meat and drink.

..... Robert Louis Stevens

The number of working mothers increased by 73 percent in the last decade - and the vast majority are working for economic reasons. Many of them lack resources to pay for adequate care for their children.

The Eatonville Kindergarten also qualifies and participates in the Federal Food Service Program.

REGISTRATION

To register your child, you must fill out our registration form, which includes who may pick up your child. You will also need to supply a health card, signed by your child's doctor, which lists his immunization shots and history of illnesses. This card will be supplied by the director.

ADMISSION

Your child will be placed in the room most suitable to his age and dexterity. There is a limit to the enrollment in each room, and should all the places be filled, you may ask to be notified of the next opening.

ARRIVAL AND DEPARTURE PROCEDURES

Your child will not be released to anyone other than authorized on your registration form. If you wish to make special arrangement for a person unknown to us to pick up the child, please make these plans in advance with the director or the bookkeeper.

GENERAL INFORMATION

A CHILD'S ILLNESS - If your child is ill, please make some arrangement for him to stay at home. For his own protection and that of other children We cannot care for a child who is ill. Should he become ill during the dayat the Center, he should be isolated and cared for by the bookkeeper or the director until a parent can be reached. He should not return to the center until he has been without fever for at least 24 hours.

DIETS AND MEDICINES

Let us know if your child is on a special diet and we will see that his meals at the center conform to it. Medication required may be given to him by his teacher if a parent request it and the director is notified - (in writing). This <u>does not include antibiotics</u> prescribed for a short illness.

SAFETY AND HEALTH -

All possible precautions are taken for your child's safety if he should have an accident while in our care you will be notified immediately. For accidents and for transportation on field trips, the Eatonville Kindergarten insurance covers activities of the center. Parents written permission is required for each child going on a field trip from the Center.

No matter how many hours he spends with us, he is still your child. Though we love him and are deeply concerned with his welfare, our concern never takes the place of his parents' affection. Our aim is to assist you, and to be partners with you in providing him with all he needs in his physical, spiritual, intellectual, and social development. We welcome a conference with you at any time.

****

We cordially invite you to ask any questions you may have about the Eatonville Kindergarten and Day Nursery. We are concerned about your children .....

THEIR PRESENT AND FUTURE

d. Develop Contractural Agreement With Each Center for Each Funding Source With Responsibilities for Wishes of the Funding Source.

This is covered in part b of this section and copies of the sub-contracts presently used by 4C are on the following pages.

These sub-contracts with the several centers need to reflect any needed parts of the master contracts between 4C and the funding sources. For instance, if the funding source agrees to pay 4C for all children of families below the poverty level who live in a certain target area, provided the available caretaking adults are all working or in training to work, then 4C can shoulder the full responsibility for putting the right child on the right funding list to comply and these need not be included in the sub-contract. If the funding source goes on to require that no fee be collected from the parents for whom they pay, but that they wish to pay the FULL rate for "their" families, then the sub-contract should reflect the fact that 4C will pay to the center for these children the full rate customarily charged at that center.

Sub-contracts should be as simple as possible, but must have the rates, the handling of fees, the definition of enrollment, the pay period identified, the standards required, insurance required, civil rights compliance and any other legal requirements asked of 4C.

There is a terrible inclination in all humans to add rules and requirements as safeguards for one's self. This proliferation of rules can take place at all levels, including adding requirements to the sub-contract which are not really necessary. All sub-contract forms must be reviewed routinely to be sure that they do not include any materials for which 4C can and should be responsible directly and which have no bearing on the center, and that they include only what is necessary for normal transaction of business and proper placement of responsibility (as insurance coverage). Just as we expect the center to assume full responsibility for running its own business while we monitor the product and the net cost, we should be willing to accept the responsibility for assigning the right child to the right funding source, not placing children if contracts are not in force, etc.

State of Florida
Department of Health and Rehabilitative Services

SUBCONTRACTUAL AGREEMENT FOR THE PURCHASE OF SERVICES

THIS AGREEMENT, entered into this ____ day of _____, A.D. 19___, by and between Community Coordinated Child Care For Central Florida, Inc. _____ hereinafter referred to as the "Agency", and _____, hereinafter referred to as the "Provider",

WITNESSETH:

WHEREAS, the "Agency" has contracted with the State of Florida, Department of Health and Rehabilitative Services, hereinafter referred to as the "Department" for the purchase of child day care services for an estimated _____ eligible children from _____ through _____ and,

WHEREAS, there is a need to furnish child care services in the community of Central, Florida; and

WHEREAS, The Agency wishes to purchase certain of such services from the Provider as the Provider is engaged in furnishing such services to individuals in the community of Central, Florida;

IT IS, THEREFORE, in consideration of the mutual undertaking and agreements hereinafter set forth, agreed between the Agency and Provider as follows:

I. The Provider agrees:

A. Day Care Standards.

To conform to the State of Florida's Minimum Standards for Child Care Programs and to those standards issued or required by the Department.

B. Services to be Provided.

To provide child day care services in the manner hereinafter described:

1. To provide child day care services in the community of Central, Florida, for children of families who meet the eligibility and enrollment requirements of the Department.

2. To maintain a current record on each child in the program which includes current authorization for the provision of services, enrollment, and attendance data and appropriate documentation of prolonged excused absences, information pertaining to the child's health and immunization record, information regarding the child's development, and pertinent information regarding the child's parents or caretaker relatives.

3. To maintain indoor and outdoor equipment and supplies suitable to the size and age of the children contracted for, and in a variety and sufficiency to serve the total enrollment.

4. To maintain staffing ratios so that, at all times, adult staff persons working with groups of children are in proportion to those ratios required by the Department.

5. A. The services purchased by this contract will be provided at the following locations:

_____

B. To maintain those facilities in which the child day care service is provided so that, at all times, the facilities are in conformance to the standards required by local fire and health authorities, or with the State of Florida's Minimum Standards for Child Care Programs or federal requirements, whichever is more stringent.

6. To maintain food services for each child enrolled which are in conformance with the recommendations and requirements of the State of Florida's Minimum Standards for Child Care Programs and the federal guidelines.

7. To maintain hours of service from _____ to _____ five (5) days per week, on a year round basis.

8. To provide opportunities for parents, at times convenient to them, to work with the program, and whenever possible, to observe their children in the child day care program.

9. To provide information to the Agency concerning all aspects of the child day care program through progress, statistical, and financial reports.

10. To make every effort to maintain sufficient staff, facilities, and equipment to deliver the agreed upon services or to notify the Agency whenever they are unable, or are going to be unable, to provide the required quality or quantity of services.

C. Federal and State Laws and Regulations.

1. To conform to the applicable parts of the Social Security Act, and all amendments thereto, and the applicable parts of U. S. Public Law 92-512 (State and Local Fiscal Assistance Act of 1972) and all amendments thereto. In interpretation of said Acts Provider will be governed by the Department's interpretation.

2. To conform to the requirements applicable to social services as set forth in the Code of Federal Regulations, Title 45, Chapter II, Social and Rehabilitative Services (Assistance Programs), Parts 74 and 228, and all amendments thereof; or if said provisions are revoked, revised, and/or transferred to a new Part in the Code of Federal Regulations, to comply with said new Part, and all amendments thereof; and any relevant regulations of the State of Florida, Department of Health and Rehabilitative Services, State of Florida, Comprehensive Annual Service Program Plan.

3. If this contract is in excess of $100,000, to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act of 1970 as amended (42 U. S. C. 1857b. et seq.).

4. To use best efforts to obtain all supplies and services for use in the performance of this agreement at the lowest practicable cost.

5. To comply with all state licensing standards, all applicable accrediting standards and any other standards, criteria, or guidelines established by the Department.

D. Audit and Records.

1. To maintain financial records and reports relating to funds paid under the contract and submit monthly reports to the Agency when requested.

2. To maintain books, records, documents, and other evidence and accounting procedures and practices which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this Agreement.

3. These records shall be subject at all times to inspection, review, or audit by state personnel and other personnel duly authorized by the Agency and the Department as well as by federal personnel.

4. To collect statistical data of a fiscal nature on a regular basis and to make fiscal statistical reports at times prescribed by, and on forms furnished by the Agency.

5. To include these aforementioned audit and record-keeping requirements in all approved subcontracts and assignments.

E. Fees: Ineligibility for Matching, Collection, Reporting, and Budgeting.

1. The Provider understands that monies collected from fees for services shall be ineligible to be matched with federal funds.

2. Fees the Provider collects shall be handled in the following manner:

a. All fees collected shall be reported to the Agency.

b. All fees shall be used by the Provider to reduce operating expenses before computing federal matching participation.

3. Any fees collected for services shall be collected and handled only in accordance with Agency and Department regulations and policy and any applicable federal guidelines and/or regulations.

F. Retention of Records.

To retain all financial records, supporting documents, statistical records, and any other documents pertinent to this Agreement for a period of three (3) years after starting date of the applicable retention period, or if audit findings have not been resolved at the end of the three (3) year period, the records shall be retained until resolution of the audit findings. Federal auditors and any persons duly authorized by the Agency and the Department shall have full access to, and the right to examine any of said materials during said period.

G. Evaluation Reports.

To furnish the Agency with an evaluation report on the effectiveness of the program and include statistics and data on the number of persons served and such other reports and information that the Agency and the Department may require. Said reports shall be made at the end of six (6) months from the effective date of this contract, and each six (6) months thereafter. A final report shall be made thirty (30) days after the funding of the program ends.

H. Monitoring.

To permit the Agency, the Department of Health and Rehabilitative Services, and Federal personnel to monitor, according to applicable regulations of the federal and state governments, the program which is the subject of this contract.

I. Non-expendable Property.

1. That all non-expendable property acquired for the purpose of carrying on the project stated herein and set forth in the attached narrative shall on the expiration of this contract become the property of the Department and the Federal Government, such non-expendable property being property which will not be consumed or lose its identity and which costs _____ or more per unit and whose life is expected to be in excess of one year or more.

2. All such property shall be listed on a property record by description, model, serial number, date of acquisition and cost. Such property shall be inventoried annually, and an inventory report shall be submitted to the Agency and the Department. The Federal Government shall have vested right in the said property.

3. Upon termination of this contract, the said property shall be disposed of in a manner consistent with both federal and state regulations. The federal government monies received from such sale shall be reimbursed in the same proportions as the matching funds on the original purchase.

J. Return of Funds

That any funds, or part thereof, not expended for the aforementioned services shall be considered federal funds and shall be returned to the Agency. Any funds improperly expended in violation of this contract or federal and state requirements, or any funds incorrectly expended shall be refunded in full to the Agency or if this contract is still in force shall be withheld by the Agency from any subsequent Reimbursement request.

K. Title VI and VII, Civil Rights Act of 1964.

1. That there will be no discrimination against any employee or person served on account of race, color, sex, religious background, ancestory or national origin in its performance of this contract.

2. That Provider shall comply with Title VI of the Civil Rights Act of 1964 (42 USC 2000d) in regard to persons served.

3. That Provider shall comply with Title VII of the Civil Rights Act of 1964 (42 USC 2000e) in regard to employees or applicants for employment.

4. That Provider shall comply with Executive Order No. 11246, entitled, "Equal Employment Opportunity", as supplemented in Department of Labor regulations (41 CFR Part 60).

5. It is expressly understood that upon receipt of evidence of such discrimination, the Agency shall have the right to terminate this contract for breach of contract.

6. That Provider shall include these Civil Rights Act requirements in all approved subcontracts.

L. Indemnification.

That Provider shall act as an independent contractor and not as an employee of the Agency in operating the aforementioned service. Provider shall be liable, and agrees to be liable for, and shall indemnify, defend, and hold the Agency harmless from; all claims, suits, judgments, or damages arising from the operation of the aforementioned services during the course of this Agreement.

M. Insurance

1. The responsibility for providing adequate public liability insurance coverage on a comprehensive basis shall be that of the Provider and shall be provided at all times during the existence of this Agreement. Prior to or upon the execution of this contract, the Provider shall furnish the Agency or its designated representative with written verification of the existence of such insurance coverage.

2. The Provider may subcontract with any subcontractor to provide the above-named insurance, or any part thereof.

N. Publicity.

All notices, informational pamphlets, press releases, research reports and similar public notices prepared and released by the Provider shall include the statement, "This project is funded in part under an agreement with the Department of Health and Rehabilitative Services, State of Florida".

O. Safeguarding Information.

The Provider shall not use or disclose any information concerning a recipient of services under this contract for any purpose not in conformity with the Social Security Act except on written consent of the recipient, his attorney, or his responsible parent or guardian.

P. Availability of Services.

The services which are the subject of this contract are not available without cost from the Provider.

II. The Agency agrees:

A. Consultation.

To furnish consultation and technical assistance to the Provider.

B. Reimbursement.

1. Subject to the availability of private and/or public, state, and federal funds, the Agency shall reimburse the Provider for no more than a total dollar amount of $_____ , to be calculated as follows:

a. Based on the Provider's current rate cost per child per day, as per the following applicable subparts of this paragraph, to wit: _____,:

i. The Provider's current rate of $_____ per child per day, provided that if the Provider's rate is lowered during the term of this contract said aforementioned current rate will be lowered accordingly, and further provided if Provider's rate is raised during the term of this contract said aforementioned current rate will not be raised accordingly, and provided further that in no case shall reimbursement be for more than the maximum child day care rate of $_____ per day per child regardless of Provider's rate.

ii. The Provider's current rate of $_____ per child per day, provided that if the Provider's rate is lowered during the term of this contract said aforementioned current rate will be lowered accordingly, and further provided if Provider's rate is raised during the term of this contract said aforementioned current rate will not be raised accordingly, and provided further that in no case shall reimbursement be for more than the maximum infant care rate of $_____ per day per child, regardless of Provider's rate,

iii. The Provider's current rate of $_____ per child per day, provided that if the Provider's rate is lowered during the term of this contract said aforementioned current rate will be lowered accordingly, and further provided that if Provider's rate is raised during the term of this contract said aforementioned current rate will not be raised accordingly, and provided further that in no case shall reimbursement be for more than the maximum rate for before and after school care during the school year rate of $_____ per day per child for an average four (4) hour day, regardless of Provider's rate,

iv. The Provider's current rate of $_____ per child per day, provided that if the Provider's rate is lowered during the term of this contract said aforementioned current rate will be lowered accordingly, and further provided that if Provider's rate is raised during the term of this contract said aforementioned current rate will not be raised accordingly, and provided further that in no case shall reimbursement be for more than the maximum rate for before and after school care during the school year rate of $_____ per day per child for no less than six (6) hours per day, regardless of Provider's rate,

v. The Provider's current rate of $_____ per child per day, provided that if the Provider's rate is lowered during the term of this contract said aforementioned current rate will be lowered accordingly, and further provided that if Provider's rate is raised during the term of this contract, said aforementioned current rate will not be raised accordingly, and provided further that in no case shall reimbursement be for more than the maximum full day care for school-age children during the summer weeks, and for those weekdays when school is not in session during the school year, rate of $_____ per day per child for average eight (8) hours per day, regardless of Provider's rate.

b. And further provided that reimbursement shall be figured on the basis of total eligible children but payments shall be made for no more than the total number of eligible children for which payment is possible and occurs using the total amount of money allocated by this contract for day care as set out in the first paragraph of II, B, 1. The actual number of eligible children served in each category may be shifted from category to category provided that:

i. The Provider meets all licensing standards and regulations as specified in the Florida Minimum Standards as to total number of children allowable in each category in the particular center;

and,

ii. The total dollar amount of the contract is complied with.

2. The Agency shall reimburse the Provider on the basis of _____ invoices, submitted in quintruplet, calculating the enrollment on a daily basis using the Agency's and Department's definition of enrollment.

3. The Provider must submit the Final invoice for reimbursement to the Agency no more than forty-five (45) days after the contract ends or is terminated and if Provider fails to do so all right to be reimbursed is forfeited, and the Agency will not honor any request submitted after the aforesaid agreed upon period. Any payment due under the terms of this contract may be withheld until all evaluation and financial reports due from the Provider, and necessary adjustments thereto, have been approved by the Agency and the Department. Any invoices not submitted for payment within the time that either state or federal regulations permit matching for state or federal funds will not be paid by the Agency.

III. The Department and Provider mutually agree:

A. Effective Date.

1. This contract shall begin on _____ provided:

a. The prime agreement between the Department and the Agency has been executed by said date; and

b. This contract has been signed by all parties to the contract prior to the contract date; and

c. If the prime contract between the Department and the Agency is executed after the aforementioned date or if this contract is not signed by all parties to the contract prior to the aforementioned date, purchase of service under this contract shall begin on the effective date of the prime contract between the Department and the Agency or on the date all parties to this contract have signed, whichever is later. All dollar amounts set out in the contract will be lowered proportionately to conform to the later beginning date of the contract.

2. This contract shall end on _____ .

B. Termination.

1. Termination at Will. All of this contract, or designated services

purchased by this contract, may be terminated by either party at any time, with or without cause, upon no less than thirty (30) days notice in writing to the other party. Said notice shall be delivered by certified mail, telegram, or in person.

2. Termination Because of Lack of Funds. It is further agreed that in the event funds to finance this contract, or part of this contract, become unavailable the obligations of each party hereunder may be terminated upon no less than twenty-four (24) hours notice in writing to the other party. Said notice shall be delivered by certified mail, telegram, or in person. The Department shall be the final authority as to the availability of federal or state funds and as to how any available funds will be allocated among its various providers.

3. Termination for Breach. Unless the Provider's breach is excused, the Agency may, by written notice of breach to the Provider, terminate the whole or any part of this Agreement in any of the following circumstances:

a. If the Provider fails to provide services called for by this Agreement within the time specified herein or any extension thereof; or

b. If the Provider fails to perform any of the other provisions of this Agreement.

Termination shall be upon no less than twenty-four (24) hours notice in writing delivered by certified mail, telegram, or in person. The Provider shall continue the performance of this agreement to the extent not terminated under the provisions of this clause.

Waiver of breach of any provision of the contract shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms of the contract.

C. Termination Arrangements.

After receipt of a notice of termination, and except as otherwise directed, the Provider shall:

1. Stop work under the Agreement on the date, and to the extent specified, in the notice of termination.

2. Place no further orders or subcontracts for materials, services, or facilities except as may be necessary for completion of such portion of the work under the contract as is not terminated.

3. Terminate all orders and subcontracts to the extent that they relate to the performance of work which was terminated.

4. Handle all property as directed by the Agency and the Department.

5. Prepare all necessary reports and documents required under the terms of the contract up to the day of termination, including the final report due at the end of the project, if any, without reimbursement for services rendered in completing said reports beyond termination date if said reports are not completed prior to termination date.

6. Take any other actions as directed in writing by the Agency.

D. Prior Approval of Subcontracts.

Provider shall not enter into subcontracts for any of the work contemplated under this Agreement without obtaining prior written approval of the Agency which shall be attached to the original Agreement, and subject to such conditions and provisions as the Agency may deem necessary; provided, however, that notwithstanding the foregoing, unless otherwise provided herein, such prior written approval shall not be required for the purchase by Provider of articles, supplies, equipment, and services which are both necessary for and merely incidental to the performance of the work required under this Agreement; and provided, further, however, that no provision of this clause and no such approval by the Agency of any subcontract shall be deemed in any event or manner to provide for the incurrence of any obligation of the Agency in addition to the total agreed upon price. Any subcontracts entered into for the work contemplated under this agreement shall be subject to all terms and requirements of this agreement and Title 45, CFR, Chapter II, part 228, and the Provider shall be responsible for the performance of any and all subcontractors.

E. Eligibility

Reimbursement shall be made only for eligible services provided to eligible individuals. Client eligibility shall be determined by the Department in the manner prescribed in the latest edition of the Child Day Care Provider Manual, Chapter II, "Eligibility Category and Requirements", which is attached hereto and made a part hereof by reference. Provider shall furnish upon request, such information as may be required by the Department to make the determination of client's eligibility. If Provider has knowledge of any circumstances affecting the eligibility of any person authorized, Provider shall notify the Department as soon as possible.

F. Grievance and Fair Hearing Procedures.

Provider will establish a system through which recipients may present grievances about the operation of the service program. Provider will advise recipients of this right and will advise applicants and recipients of their right to appeal denial or exclusion from the program or failure to take account of recipient's choice of a service and of their right to a fair hearing in these respects. Whenever an applicant or recipient requests a fair hearing, the Agency will make arrangements to provide such a hearing through its regular fair hearing procedures.

G. Assignments of Agreement.

Provider shall not assign this Agreement without prior written approval of the Agency which shall be attached to the original Agreement and subject to such conditions and provisions as the Agency may deem necessary. No such approval by the Agency of any assignment shall be deemed in any event or in any manner to provide for the incurrence of any obligation of the Agency in addition to the total agreed upon price.

H. Renegotiation or Modification.

Any alterations, variations, modifications, or waivers of provisions of this Agreement shall only be valid when they have been reduced to writing, duly signed, and attached to the original of the Agreement. The parties agree to renegotiate this contract if federal revision of any applicable laws or regulations makes changes in this contract necessary.

I. Name of Payee.

The name of the official payee to whom the Agency shall issue checks shall be _____.

J. All Terms and Conditions Included in Contract.

This Agreement contains all the terms and conditions agreed upon by the parties. All items incorporated by reference are physically attached. No other Agreements, oral or otherwise, regarding the subject matter of this Agreement, shall be deemed to exist or to bind any of the parties hereto.

K. Attachments to be Part of Contract.

The Application for Purchase of Day Care Services Agreement and cost justification data attached hereto and labeled Exhibit A shall be and are hereby incorporated as a part of this contract. No statement in said Exhibit A that the number of children is an estimated figure shall in any way increase the total dollar amount agreed upon and stated in this contract.

IN WITNESS WHEREOF, the parties hereto have caused this _____ page Agreement to be executed by their officials thereunto duly authorized.

COMMUNITY COORDINATED CHILD CARE
FOR CENTRAL FLORIDA, INC.
(Type Legal Name of Agency)

Date: _____ By: _____

Title: _____

_____
(Type Legal Name of Provider)

Date: _____ By: _____

Title: _____

State of Florida
Department of Health & Rehabilitative Services
Division of Family Services

CIVIL RIGHTS REVIEW FOR TITLE IV-A DAY CARE CENTERS

Date: _____

A. IDENTIFYING INFORMATION

1. Name of Center or Program: _____

2. Address: _____ City: _____

3. Name of Director of Center or Program: _____

4. ☐ Center or Program is under direct contract with the Division of Family Services

   ☐ Center or Program is under subcontract with _____
   Name of Central Agency

5. Geographical Service Area:

   ☐ Inner City ☐ Semi-urban ☐ Rural

   ☐ Urban ☐ Suburban

B. ENROLLMENT CHARACTERISTICS

1. Licensed Capacity: _____

	WHITE	NON-WHITE	TOTAL
2. Enrollment			
3. IV-A Eligible Enrollment			

4. If enrollment is significantly of one race, color, or national origin, please explain:

   A. _____

   B. Have children of another race, color, or national origin made application within the last 6 months?

   ☐ Yes ☐ No

   If yes, indicate total and reasons for rejections: _____

DFS-S-2051
November, 1973

C. STAFFING CHARACTERISTICS

1. Total Staff: _____

	WHITE	NON-WHITE	TOTAL
2. Professional Staff (Director, Head Teachers, Social Workers)			
3. Non-professional Staff (Aides, Assistants, Clerical)			

4. If total staffing or professional and non-professional staffing is significantly of one race, color, or national origin, please explain:

A. _____

_____

_____

B. Have applicants of another race, color, or national origin been rejected within the last 6 months?

☐ Yes ☐ No

If yes, indicate total and reasons for rejections: _____

_____

D. ADVISORY OR GOVERNING BOARD CHARACTERISTICS

1. Total Positions Prescribed: _____

	WHITE	NON-WHITE	TOTAL
2. Seats Currently Filled			

3. If membership is significantly of one race, color, or national origin, please explain:

A. _____

_____

_____

B. What efforts have been taken to achieve balance? _____

_____

_____

E. OTHER

1. Date of current Assurance of Compliance (HEW-441) on file with the Division of Family Services: _____

2. Has the program made its non-discriminatory policy known? ☐ Yes ☐ No

   If Yes, how? _____

3. Has this program received any complaints of discrimination within the last year?

   ☐ Yes ☐ No

   If Yes, how was the complaint handled? _____

   If investigated, what were the results of the investigation? _____

F. OBSERVATIONS OF REVIEWER

Comments: _____

_____ Signature, Center Program Director

_____ Signature, Reviewer

STATE OF FLORIDA
DEPARTMENT OF HEALTH AND REHABILITATIVE SERVICES

ASSURANCE OF COMPLIANCE
WITH
TITLE VI (42 USC 2000d) AND TITLE VII (42 USC 2000e)
OF THE CIVIL RIGHTS ACT OF 1964

The undersigned hereby certifies to the Florida Department of Health and Rehabilitative Services that it will not exclude an applicant for employment, employee, or person served from its employment or its program and services on the basis of the person's race, color or national origin. Persons accepted for employment, program and services will not be subjected to segregation or discrimination or treated differently from other persons because of their race, color or national origin.

_____ _____ Operator
Date

_____ Operator

By _____
Title

_____

_____
Mailing Address

DFS-S-107
(Rev. 11/75)

e. Maintain Mechanism for Monitoring Level of Adequacy of Services Purchased at Each Center.

It has been difficult to compose a tool for monitoring which satisfies the requirements of health, education, social work and funding departments of 4C. The desire is to require of centers all that we would wish for children. The need is to require only what is necessary under the funding source, the federal rules and the local licensing regulations.

It is difficult to arrive at that level of acceptance below which 4C will not continue in contract with a center. Tools for this decision making are on the following page.

Monitoring of centers is done by 4C staff from each separate department and compilation of their grading is done by the Funding Assistance Projects Department. Centers are notified of their grades and needs for corrections and improvements to continue in contracts. If a center is out of compliance with its 4C contract, it is notified in writing by the Administrator of the 4C program, registered mail, and given specified number of days to make corrections. This correction is monitored by the Funding Assistance Projects Department and if it is not made the contract is cancelled. Such cancellations have taken place occasionally, and they do not cause such severe loss to a center as to cause it to go out of business. Conversely, centers may cancel their contracts with 4C.

If a sub-contract is cancelled by either side, 4C may no longer pay for children in that center under that funding source. Therefore funded parents must be notified immediately and have the choice of paying their full rate in that center or moving the child to another center with whom 4C does have a contract. At this writing 4C is in sub-contract with 104 child care centers out of 120 state-licensed centers in the two-county area.

It is our rule not to purchase more than 30% of the space in any single center. Though we sometimes break our own rule, we find that it is a good one and does keep the operator and the full-fee-paying customers in control of the center.

INSTRUCTIONS

TITLE IV-A DAY CARE REVIEW FORM
DFS-S-2063

1. This review form is to be completed by the Division of Family Services Consultants of the Day Care Unit, in the company of the Provider. When completed, it is signed by the Consultant conducting the review and by the Provider.

2. In Sections I, II, III, IV, V and VI, the terms "Adequate" and "Inadequate" reflect, respectively, that a particular element is in conformance with the State of Florida's Mimimum Standards for Child Care Programs, or is not in conformance.

3. The "PERSONNEL RECORD" attached is to facilitate the determination of key requirements of personnel found in the Minimum Standards including staff-child ratio, ages of employees and current health records. Each employee should be identified by title and name. The "AGE" column should be checked only if employee is under 18 or over 65. Each employee's health card number should be entered.

DEPARTMENT OF HEALTH AND REHABILITAITVE SERVICES
DIVISION OF FAMILY SERVICES
BUREAU OF CHILDREN'S SERVICES

Title IV-A Day Care Review Form

Name of Sponsoring Agency _____

Name of Center/Program/Home _____

Address _____ Phone No. _____
Street City State Zip Code

Center Director _____

Address _____ Phone No. _____
Street City State Zip Code

Type of Day Care: Center ☐ After-School ☐ Family Homes ☐

Licensed by: _____ Licensed Capacity _____
Agency No. of Children

Dates of Current License Period: From _____ to _____

I. Management and Administration	Adequate	Inadequate
a. Children's Health Records	_____	_____
b. Children's enrollment records	_____	_____
c. Record of unusual incidents and serious accidents	_____	_____
II. Staffing		
a. Personnel Record *(Attached)	_____	_____
b. Personnel qualified through training and experience to promote the total development of the children enrolled.	_____	_____
c. Adult-Child Ratio	_____	_____
III. Nutrition		
a. Established procedures for advanced meal planning	_____	_____

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	Adequate	Inadequate
b. Menus offer a variety of nutritionally adequate foods appropriate to age and ethnic background of the children. Attention is given to special dietary needs.	_____	_____
c. Provision for meals and snacks to meet the child's daily nutritional needs during the hours in care.	_____	_____
d. Provision for children to receive additional helpings of food when desired.	_____	_____
e. Meals and snacks served in appetizing manner conducive to feeding habits appropriate to the ages of children in care. (Example: Small portions, bite sized pieces, finger foods, etc.)	_____	_____
f. Provision for staff to supervise children at child sized tables with appropriate eating and serving utensils.	_____	_____

IV. Daily Program Activities for Children

A. Daily Activities which provide a variety of experiences to promote intellectual, social physical and emotional development of children appropriate to developmental needs.	_____	_____
b. Adequate furniture, play equipment, toys, play materials and supplies appropriate to age and size of children for indoor and outdoor activities.	_____	_____
c. The indoor and outdoor play space is not crowded with furniture and the appearance is one of orderliness.	_____	_____

V. Health

a. Written procedures for emergencies such as accidents, illnesses, and fire drills	_____	_____
b. Provision to contact parents or guardian in cases of emergency	_____	_____
c. Staff is qualified in first aid training and knowledgeable about communicable disease.	_____	_____

	Adequate	Inadequate
d. First-Aid supplies are available	_____	_____
e. Required health records for all staff are up-to-date	_____	_____
f. Required health records and procedures (immunizations, etc.) for children are kept up-to-date	_____	_____
g. Cots and covering available to each child	_____	_____
h. Discipline is adminstered in a constructive manner not associated with food, rest, or toileting	_____	_____
VI. Physical Facility		
a. Indoor and outdoor play space to allow children to engage in a variety of active and quiet types of activities	_____	_____
b. Established procedures to maintain the facility in a neat, clean condition in good repair and free from fire, safety and health hazards.	_____	_____
c. Appropriate furniture and equipment for all activities.	_____	_____
d. Space available for isolation of children who become ill	_____	_____
e. Toileting and bathing facilites	_____	_____
f. Ventilation and temperature appropriate for child's safety and comfort	_____	_____
g. Screening of doors and windows against flies, mosquitoes, and other insects	_____	_____
VII. Local Regulations	**APPROVED**	**DISAPPROVED**
Fire Department	_____	_____
Health and Sanitation Department	_____	_____
Zoning Department	_____	_____

	YES	NO
VIII. Capability of Compliance with Title IV-A Regulations		
a. Civil Rights Compliance		
1. Staff	_____	_____
2. Children	_____	_____
b. Adequate Record System	_____	_____
c. Religious training (Federal Funds may not be used to promote religious training)	_____	_____
d. Telephone on premises (not a pay station or locked telephone)	_____	_____

IX. Additional Comments

X. Recommendation

A. The program is ☐ APPROVED ☐ DISAPPROVED

B. The program is not approved because:

(I) Inadequate Management and Administration _____

(II) Inadequate Staff _____

(III) Inadequate Health Procedures _____

(IV) Inadequate Nutrition Service _____

(V) Inadequate Daily Program for Children _____

(VI) Inadequate Physical Facility _____

(VII) Other (Explain)

C. The status of the program is conditional based upon the correction of the inadequate areas specified above. The conditional status may continue for no more than 90 days. The program will be re-evaluated on _____.

If all inadequate areas are not corrected upon re-evaluation, the program will be disapproved for the purchase of Title IV-A Day Care Services.

Signature: _____
Operator, Sponsor, Owner, or Director

Signature: _____ _____
Evaluator's Name and Title Agency

Date: _____

PERSONNEL RECORD

NAME OF CENTER/ PROGRAM/HOME _____

POSITION TITLE	EMPLOYEES NAME	CHECK IF UNDER 18 OVER 65	EMPLOYEES HEALTH CARD NUMBER	HOURS PER DAY EMPLOYED

6. Maintain Mechanism for Resolution of Complaints

A major responsibility becomes the handling of complaints: from parents, from centers, from the public.

4C early discovered that this staff must assume the responsibility for listening to and resolving the complaints of funded parents about the centers they (the parents) had chosen. These may or may not be justified, but they are real. A parent who leaves his/her child for nine or ten hours a day has every right and responsibility to observe what happens to that child, and even with the best communication and the most caring center, an unhappy child brings a complaining parent. Parents complaints are handled by the Funding Assistance Projects Directors, who listen to the parent, relay the substance of the complaint to the center director, sit in counsel with center director and parent together, and/or remove the child from the center to enroll in another center (without loss of funding assistance). Sometimes the complaint is about a 4C Counselor and these are handled in the same manner.

Centers complain about parents, also. Again the Projects Directors are responsible for answering the complaints. They may, in all cases, call in the Education or Health Directors or seek aid from other agencies, including Child Protective Services. Centers' complaints about parents most often involve alledged mistreatment of the child at home, but often reveal family problems, lack of understanding of many services available to a family especially health services or food stamps etc.

Public agencies complain about centers which, in their view, are not performing the standard of service they might wish. This is often a lack of communication and can be resolved by taking the complainant to visit the center, or meet together with the complainant and the center director. Sometimes the complaint is justified (for example one of breach of labor/minimum wage laws, or lack of zoning clearance) and must be resolved with the center. In any case, the 4C office has become a clearing house for complaints, and by virtue of its responsibilities with all centers, assumes responsibility for a "child care in the sunshine"* expectation. Not all complaints can be fully resolved to everyone's satisfaction, but most can, and the child care community, parents and 4C are stronger for it.

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*Florida has a "government in the sunshine" law under which no meeting of any elected officials may be held which is not open to the public.

7. Provide Support Service to Centers Enabling Them to Meet Requirements of Parents and Funding Sources.

When this 4C was established, originally as a funding mechanism for nine fully funded centers, the basic staff included social worker, nurse and educational specialist, who were responsible in their special fields for the performance at the funded centers.

When the 4C moved to a purchase mechanism, these very necessary functions had to expand to serve all centers in the community; and have become the mechanism by which all centers may improve their services in order to compete to get the parents' dollar (both full fee paying customers and customers who are paid in part by 4C).

a. Staff Training

4C has never been in a position to require staff of participating centers to take the training we offer, but instead has demonstrated that caring for children is easier and more to parents' liking if staff know more games, stories, songs, activities, child development as to what one should expect, science (frogs, trees and lakes) language arts (the beginning sounds and games with them) etc.

Caring for children who speak a different language is easier if one learns some of that language. Discipline takes the form of "find another activity" and "rearrange the environment so children find more wholesome things to do" rather than spanking, sitting on chairs, and deprivation. We have had good success with leading rather than enforcing.

This does not mean that probationary contracts will not be cancelled if centers continue with physical punishment of children or lack of wholesome environment. 4C has had to establish a level of expectation of centers which is the least we will buy and call it compliance with state and federal regulations, and refuse to buy less. From there we can inspire centers to become demonstrations of what they, and we, consider best in child care. Originally one expert teacher was able to work with the staffs of nine centers. Today sixteen part time teachers and four full staff persons provide the training programs. 4C, under contract with a community college, provides for the college the child development section of their curriculum. It is

flexible enough to admit full time students who aspire to a child care career and part time or sometime students who are already employed in surrounding child care centers. It includes a part day demonstration-training child care center and a branch of the 4C toy library, and is adjacent to and allied with a county pre-school teacher's resource library.

In another part of our area the 4C education department is under contract with the public school secondary level vocational-technical adult education home economics division. In this the schools pay part time teachers to teach the 4C courses under our supervision, to child caretakers throughout the area. A typical schedule for these courses is included on the following page.

Courses are taught day or evening at the 4C Resource Center, a church, a community hall, a child care center, or other, usually one half day a week. But sometimes Saturday or evenings serves the seeking child care center better.

FALL SCHEDULE ('76) 4C PARA-PROFESSIONAL TRAINING COURSES

DATE	COURSE	LOCATION	TIME	INSTRUCTOR
MONDAY				
10/11	The Science Table (6 wks.)	4C Resource Center	1-3p.m.	Betty Ettinger
TUESDAY				
9/14	Binney & Smith Techniques (6wk)	4C Resource Center	1-3p.m.	Jackie Wallace
9/21	Health (7 wks.)	College Park Methodist	1-3p.m.	Pat Kaster
9/28	Music I (6 wks.)	Seminole Comm. College	1-3p.m.	Mary Glenn Calhoun
10/26	Art Activities (8 wks.)	4C Resource Center	1-3p.m.	Jackie Wallace
WEDNESDAY				
9/22	Health (7 wks.)	Seminole Comm. College	1-3p.m.	Pat Kaster
9/22	Movement Exploration (6wks.)	Jewish Comm. Center	1-3p.m.	Judi Toll
9/29	Survey (6-8 wks.)	Seminole Comm. College	7-9p.m.	4C Teachers
10/13	Discipline (7 wks.)	4C Resource Center	1-3p.m.	Alice Taglauer
10/20	Infant Curriculum (8 wks.)	4C Resource Center	7-9p.m.	Carol Ivey
11/3	Science (8 wks.)	Seminole Comm. College	1-3p.m.	Betty Ettinger
11/10	Curriculum 4's & 5's (6 wks.)	Jewish Comm. Center	1-3p.m.	Judi Toll
THURSDAY				
9/16	Music I (6 wks.)	4C Resource Center	1-3p.m.	Mary Glenn Calhoun
9/23	Art Experiences for 3's,4's, & 5's (8 wks.)	Seminole Comm. College	1-3p.m.	Pat Hartwig
10/28	Music Holiday Special (6 wks.)	4C Resource Center	1-3p.m.	Mary Glenn Calhoun
11/11	Binney & Smith Techniques (6wk)	Seminole Comm. College	1-3p.m.	Jackie Wallace

NOTE: Date listed above is beginning date of course. CALL 4C RESOURCE CENTER TO ENROLL.
425-6711 or 628-3181

There will be $1.00 registration fee for courses taken at Seminole Community College.

SPRING SCHEDULE ('77) — 4C PARA-PROFESSIONAL TRAINING COURSES

DATE	COURSE	LOCATION	TIME	INSTRUCTOR
MONDAY				
4/18	Curriculum for the 3's (6 wks.)	4C Resource Center	1-3 p.m.	Vi Nemec
TBA	Discipline (7 wks.)	4C Resource Center	7-9 p.m.	Alice Taglauer
TUESDAY				
4/12	Music I (6 wks.)	Little Friends (Texas Ave.)	1-3 p.m.	Mary Glenn Calhoun
4/12	Creative Art Activities (8 wks.)	4C Resource Center	7-9 p.m.	Jackie Wallace
4/19	Communications Workshop (1 week)	4C Resource Center	1-4 p.m.	Mary Scott
4/26	Language Arts (6 wks.)	4C Resource Center	1-3 p.m.	Margaret Mactavish
WEDNESDAY				
4/20	Day Care Management (6 wks.)	4C Resource Center	7-9 p.m.	Pam Herbert
4/20	Teacher-Made Materials (6 wks.)	Seminole Com. College*	7-9 p.m.	Pat Hartwig
THURSDAY				
4/14	Curriculum 4's and 5's (6 wks.)	Jewish Com. Center	1-3 p.m.	Judi Toll
4/21	Autoharp (6 wks.)	4C Resource Center	1-3 p.m.	Mary Glenn Calhoun
FRIDAY				
4/15	Food Activities With Children (7 wks.)	4C Resource Center	1-3 p.m.	Phyllis McWhorter
TBA	Classroom Management**	4C Resource Center	TBA	Alice Taglauer

NOTE: Date listed above is beginning date of course. CALL 4C RESOURCE CENTER TO ENROLL.
425-6711 or 628-3181

*There will be a $1.00 registration fee for courses taken at Seminole Community College.

**Open only to those people who have already taken at least 4 courses with 4C during the 1977 Winter Session.

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The 4C Child Health and Emergency Care course, which includes the Red Cross First Aid course but is adapted to suit care of young children in group settings, has been identified by the State as meeting the requirements for licensing in the state (in substitute for the Red Cross First Aid course), and is popular with centers. It is taught as part of the on-going staff training effort, by the 4C Health Department Director. The course is available for duplication by writing the 4C Health Dept. Director at 4C HOUSE, 816 N. Broadway, Orlando, Florida 32803.

Believing that competency is not necessarily acquired in academic settings but is developed through experience and short term training, 4C was ready and eager to participate in the National Child Development Associate program. The 4C Education Department Director is credentialed by the National Consortium as an assessor for Florida, and large numbers of child care employees and Headstart employees in the area have applied to be assessed. The community college program operated by 4C is designed for training those who need special courses before they feel ready for assessment though experience and on the job observation are the requirements.

Resulting from these activities, the child care community now expects to employ trained applicants. Pay levels have increased slightly and centers are becoming resistant to hiring a new person who has no training nor credential.

The new Displaced Homemaker program will use 4C training and placement for those who wish child care careers. Other local and national service and job training programs who interlock with the 4C training program are mentioned in Section C, Part 2-d.

b. Health Services

In addition to the Child Health and Emergency Care course for caretakers, the 4C Health Department Director visits centers regularly to observe menus and food preparation, health care practices in centers, to assess children for possible reference to other programs to meet their special needs. He/She is available for consultation to any center to aid them in improving their facilities to meet required standards.

He/She is also responsible to know that every child for whom we pay has the needed innoculations. We assume the position that these are the responsibility of the parents. But when parents cannot, or will not, take these responsibilities and request the center to do so, the 4C Nurse makes arrangement with the County Health Department, provides 4C transportation and with his/her assistant and center staff provides the immunizations.

The Health Department Director coordinates vision screening, hearing screening and other special services provided for child care centers by other agencies.

4C maintains a written contract with the County Health Department in each area we serve, which assures their supervision of the 4C Health Director, their provision of authority in emergency, biologicals, training and desk space in the County Health Department's offices when needed. All of these have been needed at times and have been supplied.

4C also holds written agreement with all of the several hospitals in the area stating that if a child care director brings a child to the hospital for emergency treatment AND HAS IN HAND THE NEEDED 4C ENROLLMENT FORM GIVING PARENTAL PERMISSION the hospital will treat the child after only a telephone contact with the parent even before the parent can be present. In life or death situations treatment is begun without permission.

STUDENT MEDICAL EXAMINATION

Student's Full Name _____ Date _____

Address _____ Phone _____ Age _____ Race _____ Sex _____

_____ Birth date _____

_____ and place _____

Father's Name _____ Mother's Name _____

County _____ School _____ Grade _____ Teacher _____

HISTORY OF IMMUNIZATIONS, DISEASES, OPERATIONS, INJURIES

A. (Instructions to Parents, Physicians and Educators on other side)

IMMUNIZATION OR DISEASE	DATE OF ILLNESS	DATE OF IMMUNIZATION	LAST BOOSTER
DIPHTHERIA			
PERTUSSIS* (Whooping Cough)			
TETANUS			
POLIO - ORAL			
POLIO - SALK			
MEASLES (Rubeola)			
SMALLPOX			
MUMPS			
GERMAN MEASLES (Rubella)			
OTHER ( )			

	DATE	COMMENTS
CHICKENPOX		
SCARLET FEVER		
RHEUMATIC FEVER		
DIABETES		
ANEMIA (sickle cell)		
PARASITES (worms - type?)		
ALLERGY (type?)		
SEIZURES		
INJURY, FRACTURE		
OPERATION		
OTHER (specify)		

TUBERCULIN TEST (type) DATE NEGATIVE ☐, POSITIVE ☐, X-RAY?

B. **PHYSICAL EXAMINATION** HEIGHT WEIGHT BLOOD PRESSURE

CHECK (✓) ONLY	IF ABNORMAL OR NEEDS FOLLOW-UP		PHYSICIAN'S COMMENTS, FINDINGS, TESTS (Space on other side)
NUTRITION			
NEUROLOGIC			
ORTHOPEDIC (include arches)			
SKIN, SCALP			
EYES	R L		
VISUAL ACUITY	R L		HAS GLASSES? CONTACT LENSES?
COLOR VISION			
EARS	R L		
AUDITORY ACUITY	R L		HAS HEARING AID?
SPEECH			
NOSE, THROAT			
MOUTH, TEETH			
GLANDS, THYROID			
HEART, LUNGS			
ABDOMEN			
GENITALIA			

C. **LABORATORY** (if needed) HEMOGLOBIN GM., HEMATOCRIT %, URINE , FECES

D. PHYSICIAN CHECK (✓) BOX:	NO	YES	PHYSICIAN'S COMMENTS (Space on other side)
EMOTIONAL/MENTAL/BEHAVIOR PROBLEM*			
HEALTH HABITS PROBLEM**			
PHYSICAL HANDICAP — LIMITS ACTIVITY			
RESTRICTION NEEDED			
ENCOURAGE PARTICIPATION			
OTHER HANDICAP/DISABILITY			
SEIZURES			
ON MEDICATION ( )			
FOLLOW-UP RECOMMENDED			
FOLLOW-UP COMPLETED			

This student has completed the immunizations required under F.S. 232-032 Yes ☐ No ☐ and in my opinion is free of any communicable disease and may be admitted to school Yes ☐ No ☐

Child's Usual Physician _____ Examining Physician _____

Phone _____ Phone _____ Florida License No. _____

In my opinion this student is ☐, is not ☐ physically qualified to participate in athletics ☐, driver education ☐, other (specify) _____ as of _____ (date)

Florida License No. _____ Phone _____ Examining Physician _____

Examination Form MCH 304-B Revised 12/70 is the result of combined efforts of the School Health Medical Advisory Committee to the Department of Education and the Division of Health of the Department of Health and Rehabilitative Services, and the Child Health Committee of the Florida Medical Association.

Medical examination of students is requested in an effort to detect any health problem which could interfere with the ability to learn or to take part in all school activities including regular physical education, sports and driver education. This record becomes an important part of the Cumulative School Health Record, helping educators to plan an appropriate program for each child.

TO PARENTS (Part A — fill out as completely as possible)

Immunization: If you have, or can get, accurate records of the dates of your child's immunizing "shots," please fill out "**Immunization**" and "**booster**" columns.

Date of illness: If your child has **had the disease** (example—Measles) write "D" and the **year** after the disease. If your child has **not had the disease or the vaccine** put "O" after the disease in **all 3 columns.**

If possible, take your child to the doctor yourself. There are questions about your child's health which you can answer best. If the doctor finds some problem, you can be told about it right away. If you cannot be present, try to send your child with someone who knows about any health problems past or present.

*Emotional/Mental/Behavior Problems, such as:

AGGRESIVE	HYPERACTIVITY	FREQUENT STOMACH UPSETS
WITHDRAWN	SHORT ATTENTION SPAN	FREQUENT HEADACHES
THUMB SUCKING	NERVOUSNESS	INCOORDINATION
BED WETTING	TWITCHING, "TICS"	ACTS YOUNG FOR AGE
NAIL BITING	TANTRUMS	COMPULSIONS (e.g. excessive handwashing)

**Undesirable Health Habits, such as:

IRREGULAR MEALS	POOR TOOTH BRUSHING
FUSSY EATING	UNTIDY APPEARANCE
OBESITY	POOR POSTURE
POOR SLEEPING	

TO PHYSICIANS (Parts A, B, C, D)

Effort has been made to keep this form brief yet comprehensive enough to provide the information needed for adequate attention to health needs in planning a child's curriculum. If this form does not give you enough space to write the information or recommendations you wish to include, regarding a child's special problem, please attach an additional sheet or mail the information in a letter to the school principal.

Your special attention to the **immunization record** will be very helpful. Physicians' records are often the only accurate ones available. Without such information on each child, it is impossible to determine the protection level in each school.

For examinations for Athletics, Driver Education, other special activities, physician may omit immunization record, **except "tetanus" data.**

TO EDUCATORS

This form will now be used for all student physical (medical) examinations. When completed it is to be **attached to page 3** of the **Cumulative School Health Record (MCH 304),** which remains in the school. **It will be the responsibility of school personnel to transfer appropriate information from this form to MCH 304** regarding immunizations, illnesses (past or present), injuries, operations, and physicians' recommendations.

PHYSICIAN'S COMMENTS

Record approved by Department of Education and
Division of Health • Department of Health and Rehabilitative Services

Florida Student Medical Examination
MCH 304-B Revised 11/74

NAME _____ RACE _____ SEX _____

Address _____ Date of Birth _____

Parent or Guardian _____ COPY

	Basic Series			Booster		
Type	Date	Date	Date	Date	Date	Date
DPT						
Polio						
Measles						
Smallpox						
DT						
Tetanus						
Typhoid						
Rubella						
Other						
Other						

c. Social Services

4C Funding Projects Directors and all Counselors are qualified social workers with at least bachelors degrees. In the interviews with parents for eligibility determination and redetermination, and in handling of complaints and questions, they have opportunity for genuine social work counseling.

Counselors offices in the sectors make them fully available to center directors when they encounter a problem they feel they cannot handle themselves. This availability to centers and to parents provides social work support service to all, without the expense of adding a social worker to every child care center staff. As most families in most centers have normal day to day lives without severe or unusual problems, 4C social workers are available adequate hours to give needed assistance to center directors and parents who do need help.

4C has contract with Orange County Schools system for coordination efforts called the Elementary School Guidance - 4C Liaison Program, under which the school guidance counselors are available to child care centers, 4C and parents on a regular basis. This is helpful linkage, especially in cases of siblings in child care and in school. It also provides understanding to elementary school personnel as to the entire child care existence.

d. Community Services Enrichment Programs

These will be more fully covered in Part 2 of Section C, however it is important to mention here that while community services are a great help to children in child care, we feel it is important not to take advantage of centers and children by making them available to other community agencies for their own purposes, however noble.

Children are the responsibility of their own parents first. The fact that 4C pays a part of the cost of care does not take away from that parental responsibility nor give 4C the right to subject the child to health screening, health services, special examination or training, field trips or any other "good" thing without the parents' desire for it.

Community services in their zeal to assure full care for every child are often eager for 4C to arrange for them to screen every child in every center searching for those who need their special services. This occasionally verges on seeking clients for the purpose of justifying programs, and the children are the pawns. While many children do need service, 4C prefers to notify and enlighten the parents as to the services available, be certain that center directors know of services available, and expect that parents and directors will request services for specific children. Parents are very much concerned about their children. Center directors and staff may notice a problem and mention it to the parent, suggesting that the needed screening or service is available without charge.

Sometimes, with written permission from all parents, hearing and vision screening are done in centers for all children. Each situation needs careful assessment to preserve the parents rights and responsibilities as well as assure needed services for all children.

Forms of enrichment other than physical services for children take the form of special programs for children's enjoyment provided by many local groups who tour child care facilities, coordinated by 4C. Junior League has for many years provided a children's puppet show which tours child care centers. They also provide a major part of the Toy Library described below. The Council of Arts and Sciences is planning a regular tour of child care centers, appearing in each every other month, providing a twenty minute program of mime, drama, music, puppetry, art, all involving the children in the activity. In another vein, 4C this spring employed a professional football player to drop in at child care centers where he was invited and talk with the children, play ball with them, show films of football highlights; and also to provide evening programs for parents with their children in the neighborhoods.

Not all enrichment programs tour the centers. The 4C Toy Library, for three years a project of the Junior League and now part of the 4C Educational Department makes available in two locations a vast

supply of heavy duty creative toys which may be checked out on loan to centers or to parents. Centers use these to try out toys which they may later plan to buy from the manufacturer. Others use them to stock their center in advance of their capability of purchasing enough, as they phase in to a sub-contract or open a new center. Some small centers use them to provide variety for their children, at some saving to them. Volunteers take caboodles of toys to centers and spend an hour with the children, leaving the toys to be returned two weeks later. This volunteer effort grew into a mini-training lab for teachers and parents in some centers.

4C is also able to provide some assistance in management and bookkeeping practices at the centers. The 4C Accounting Department Director is available to centers at no cost to them for individual consultation and specific assistance in developing or reorganizing their bookkeeping system. Similarly, the 4C Administrator is available to assist center owners and center boards of directors, consulting regarding staffing patterns, pay scales, personnel policies, corporate charters and the like.

C. Activities for System of 4C Involvement With Community

1. Provide Publicity and Needs Assessment

Community awareness of the nature of and the need for child care is a necessary part of 4C's continued existence. Not only do parents need to know that service is available for them, but in order to make it possible for that service to be available community leaders, business leaders, League of Women Voters members, public agencies at state and local level must all understand the nature of child care and the need for it.

4C views child care not as education but as an extension of the home of the pre-school child. When parents must be away from that child they must be able to provide for the child experience during their absence which is consistent with their wishes for him/her, which they would like to provide if they were able.

Most parents are able to pay for child care. More working parents purchase their own child care at full fee than apply for assistance with the costs. They buy care for their children which suits them either in

child care centers or in day care homes, or pay a caretaker in their own home. 4C has some responsibility to be knowledgeable about the child care community to the extent that it knows what care is available for those who wish to purchase it. At this writing the State of Florida has responsibilty for licensing those child care centers who sell their services to the public; and licensing is for the protection of the children.

4C makes available the staff training, health and social services, enrichment programs which assist centers to attract the customer, and which upgrade the total quality of child care in the community.

When a parent needs child care because that parent must be away from the child regularly for extended periods in order to be or become self sufficient, but earns at a low level at which he/she is unable to purchase child care at the customary rate in the community, 4C assists the parent in the amount of the parent's need, to purchase care in the center of the parent's choice.

This system assures adequate wholesome child care for every child in the community, at a net cost far below that of providing free child care for all. If child care were available for all children who need and want it, free, using the established rate of cost here today, the cost would be annually $32,000,000 in our area. If we underwrite the cost only for those who cannot pay, and only in the amount of need in each case, we can serve all children in need for an annual $5,500,000.

This leads us to the conviction that if child care were made available as a free universal service, simple lack of sufficient funds would limit it to only a few. The purchase system we use makes the same service available to all children with the cost borne by the parents except in special cases which we fund.

This entire concept is popular with the public. Remember that public dollars to assist needy families come in part from full-rate-paying child care customers and child care owners. The fact that we do not use public money to operate public child care centers for poor children but instead buy the service from existing providers generates support from many quarters. Child care operators join us in supporting the program.

There is lack of support from those who wish to see a universal child development program. Some believe that children should be developed in all social aspects to accommodate the changes of society and that such development is the responsiblity of the State.

However that debate is ultimately resolved does not affect our program now. It is a fact that many children need good care while they are away from their parents. It is a fact that child care is an essential part of the capability of most young families to work. It is a fact that in two parent families both parents often work simply to support the family.

4C has found it essential to deal only with the immediate situation and the facts presently true. We maintain an ongoing needs assessment which has several parts: Computer print-outs of families receiving Aid to Families of Dependent Children give numbers of families in each area. These can be reduced by the percentage not working nor training to work, reduced again by one third on the assumption that they have extended family members to give the child care, and the result is current welfare recipients in need of this program. Recorded traffic in the 4C offices over five years tells that for every current welfare recipient in need of the program there is one other family eligible by income to be a welfare recipient and in need of the program for lack of extended family and need to work, who has never applied for welfare.

These figures are confirmed and updated with data from Counselors in the sector offices who tabulate the numbers of families who apply for service and what resolution is made of the application. Key to this type of needs assessment is the placement of Counselors where the public can apply easily and publicity of the program so that the public knows it is available.

If 4C ran child care centers in each sector, and they were full, the public knows not to apply because they are full. Such a program is self limiting. In the present system, Counselors in sector offices are exposing 4C to unlimited applications. If all available spaces are full and nothing open for an applying family the tabulation shows we need to work to generate more funds, and we have the hard data with which to do it.

This kind of information and philosophy is relayed to media and to elected officials whenever possible. 4C publishes position papers and brochures about our services in order to maintain the needed visibility for such a program. (Samples are in the packet which accompanies this workbook.)

4C staff and board members participate in every possible community agency in order to effect the communication needed between 4C and other service agencies. Community

advisory boards, study boards and ad hoc committees for all family services, community agency gatherings, university and junior college activities, United Way drives, all help to alert the community to the 4C services available.

University departments and community colleges both intern students at 4C, and this in not only good training for students, it is excellent coordination for 4C.

2. Design and Initiate Community Activities

4C also generates specific community activities in order to accomplish specific goals.

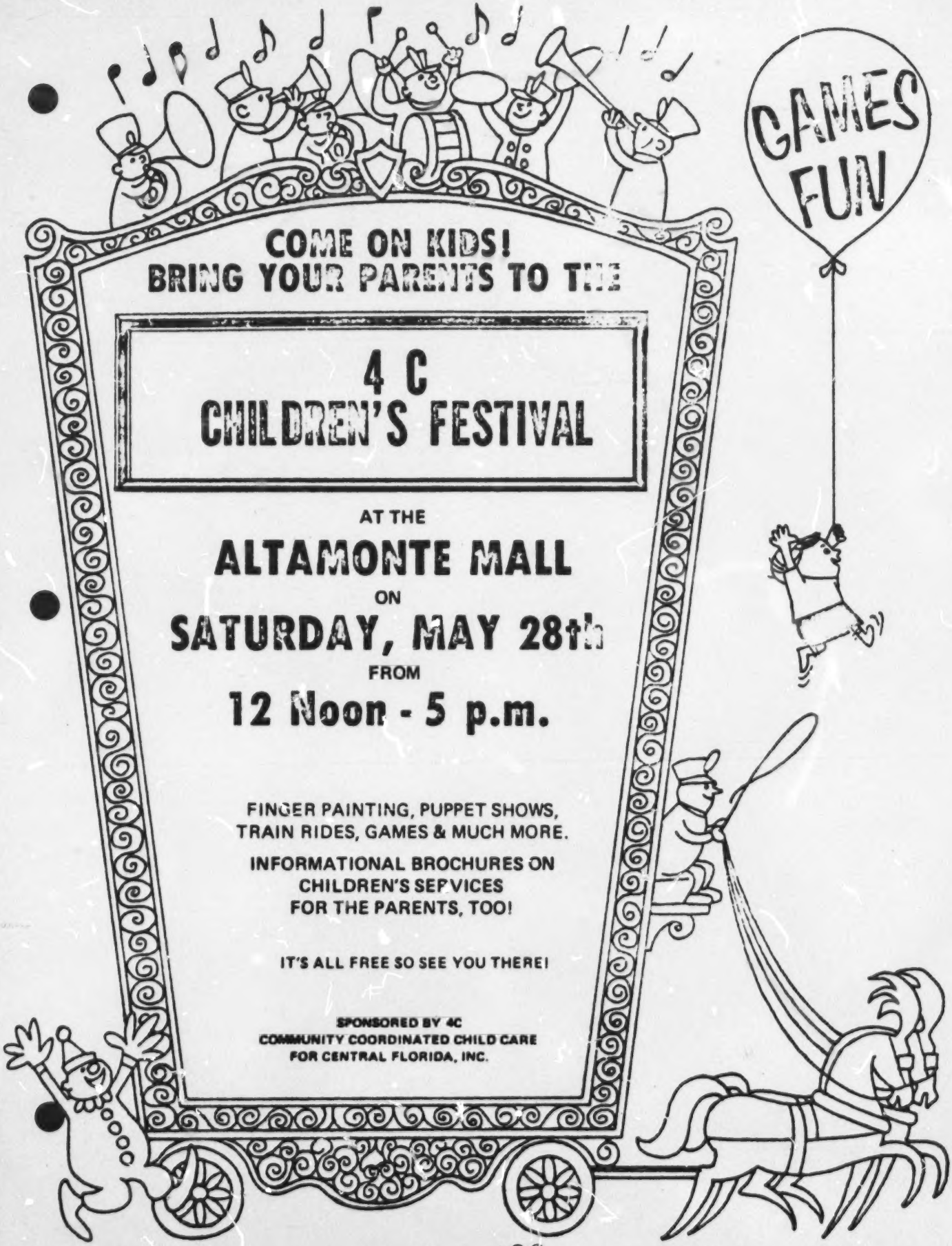
a. Tours of Child Care Centers

Each year 4C sponsors a tour of child care centers taking any person who reserves space to go, to visit three or four centers of different sizes and philosophies. We borrow a van from one of the centers, and a 4C staff person drives the van while another serves as tour guide and question answerer, during the trip from one center to another. Tours are filled also with elected officials, parents, community and public education leaders - the general public. Every Wednesday morning for two months each spring 4C conducts four tours, each going a separate direction. Hundreds of persons tour each year, but no more than twenty go through any single center. There is no cost involved other than staff time.

b. Festivals for Children

In an effort to acquaint the public with the many services available for young children in the area, 4C sponsors a Festival for Children. Originally it was held in Eola Park in downtown Orlando on a Sunday afternoon. Now it is held one full Saturday in Fashion Square Mall and one full Saturday in Altamonte Springs Mall in addition to the Sunday afternoon in the park.

Every agency or business which provides a service for young children (under 8 years old) is invited to put up a booth at the Festival, so long as it provides an activity for children and provides material about their service for adults. No food is allowed and no money may change hands.



COME ON KIDS!
BRING YOUR PARENTS TO THE

4 C
CHILDREN'S FESTIVAL

AT THE

ALTAMONTE MALL

ON

SATURDAY, MAY 28th

FROM

12 Noon - 5 p.m.

FINGER PAINTING, PUPPET SHOWS,
TRAIN RIDES, GAMES & MUCH MORE.

INFORMATIONAL BROCHURES ON
CHILDREN'S SERVICES
FOR THE PARENTS, TOO!

IT'S ALL FREE SO SEE YOU THERE!

SPONSORED BY 4C
COMMUNITY COORDINATED CHILD CARE
FOR CENTRAL FLORIDA, INC.

Activities are imaginative and varied: Pony ride (broomsticks), bean bag toss, pound nails into boards, train ride (cardboard boxes roped together and painted colorfully), tiger trail (obstacle course with stuffed tiger at end) merry-go-round, finger paint, puppet shows, etc. It's a carnival!

4C has an elaborate information booth, a rhythm band children may join for a time, and a health display at which a child may listen to his/her own heart and construct a paper bag "tooth" upon which he/she may, or may not, paint a cavity.

Participants in the Festivals include child care centers both profit and non-profit, Headstart, the Library, the Museum, the Fire Departments, Police Departments, Community Colleges, Public Schools.... over a hundred and fifty agencies.

The entire purpose is community education and enlightment as to the services needed and available for young children. It is our effort to say it positively instead of painting the dire, sad picture of need.

c. Programs of Interest to the Public

From time to time 4C sponsors special meetings on matters of public interest. One of these is held for child care directors every other month and 4C provides speakers and programs. Some take the form of workshops on special skills or debates on special interests. All are for the purpose of serving the public and creating a general awareness of the importance of young children.

d. Coordination With Other Agencies

4C serves to coordinate the services of other agencies who wish to provide programs for children, or adults who wish to learn about children. R.S.V.P., Retired Services Volunteer Program pays a stipend to senior citizens who work part time in many jobs, including child care. Their contract with 4C provides that we enlist child care centers who wish R.S.V.P. to place people with them, and we mediate in case of trouble. Foster Grandparents and Displaced Homemakers operate similar programs to meet the special needs of adults. Some of these adults would like to work with children, and 4C serves as the catalyst and contracting agency for their placement. Neighbor-

hood Youth Corps is similar, and troups of college students visiting Florida in the spring sometimes wish to volunteer their time in child care centers. Again, 4C serves as the arranging agency. Easter Seals, Child Find and Echo, private and public child health and education service agencies to meet special needs, work through 4C for scheduling visits to child care centers, and 4C frequently refers families with special needs to them. (See also part 7-d of Section B this Chapter.)

3. Generate Funds to Make the Program Possible and Negotiate Master Contracts

Key to the continuation of such a program is generation of funds to make it possible to provide all services and fund each child in need. Total community awareness, still a far-away goal, will help to make funding of such family needs an assumed necessity. Meanwhile it is the responsibility of the 4C Administrator and Board of Directors to generate the funds needed.

This is done by personal visits to those in charge of the various funds, written application for all applicable funds, special proposals for special projects (only if consistent with the basic philosophy of the organization) and salesmanship.

We view child care as necessary for families who work. Therefore we insist that programs to provide work for families include child care costs. We can show that it is cheaper and more feasible for each separate program to provide this service through 4C than separately. For every separate jobs program to run a child care center "on the side" leads to poor child care centers of very high cost and frustration in public works administrative offices. It also leads to children segregated according to funding sources.

Dr. Edward Zigler, in a paper published in the APA Monitor recommends that every community establish a local organization separate from the welfare agency which can draw in funds from many sources and assist families provide child care with these funds.

This is our view, and we add that the provision of care with this diversified fund should be in a network of child care providers which offers the parent a choice of philosophies, locations, caretakers to suit the family. This mainstreams needy children and families.

Negotiated rate of payment for unit of service purchased is a necessary part of the procedure and leads to the possiblity of accountability. 4C has developed a mechanism to name the

children who are cared for under each separate source of funds and document: where the child received the care, amount the parents pays, 4C net cost, days of care received during pay period, etc. We account for eligible children and service delivered to each, We account to every separate funding source on the schedule they wish.

We code the children's names so as not to breach confidentiality rules. This process is now being computerized, after which it will be easier to draw out related data such as number of single parent families (presently over 90%) breakdown by family size, race, income level, geographic location, etc. Full utilization of each donor's dollar without overspending is not a small challenge.

We have found over time that several elements are important in fund raising.

a. The potential donor must be shown what the program will do for him/her. That is, what advantage is there to him/her of allocating funds. It may be so general as to be reduced taxes eventually for welfare rolls or the humanitarian picture of preventing children being left alone. More often it is increased tax money coming into the community in the matching formula (Title XX) or in parents enabled to work.

b. The potential donor must have funds available to donate, and it helps to know about that before the approach.

   Study of national jobs bills, block grants, community service funds and the rules for the use of them is the homework needed. General approaches are not effective.

c. The potential donor needs to know the extent of the need and what part of that need he/she might meet. He/She wants to be assured that there is an end to the amount of need eventually, not a continuously expanding request.

d. The potential donor must be assured that people other than those with a vested interest wish this program to be funded. Staff employed with the money he/she donates are poor champions.

e. The potential donor must be certain that the organization will be able to account for expenditure properly.

There are many more, but all are the rules of good salesmanship.

CHAPTER III

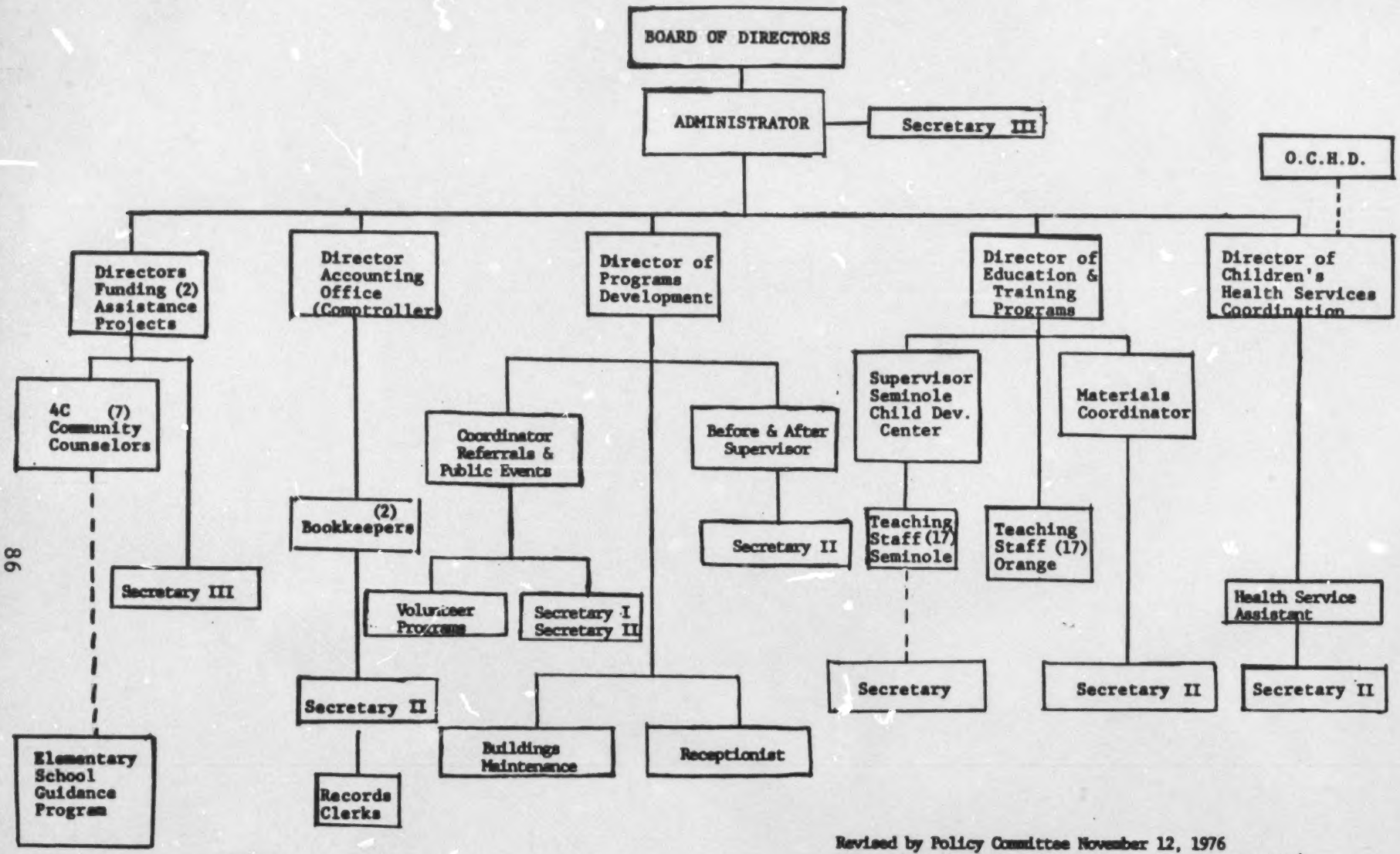
ROLES OF THE 4C STAFF TO PRODUCE ACTIVITIES

In the beginning there were six persons on the 4C staff: Director, two Social Workers, Educational Specialist, Nurse, Secretary-Bookkeeper. These six were responsible to the Advisory Committee, which was responsible to the Board (see Chapter IV).

The duties of the original staff were essentially the same as the five departments are now; and the roles, though combined, were developed to carry out in a smaller way the same program as now performed.

The vastly expanded and much better defined duties of the departments, and the carefully identified systems described here have all grown slowly from the original program in response to specific need. This chapter will describe the staff as it is today, but with the reservation that it could still be operated in a smaller location, for smaller numbers of children and child care centers, with a staff very much like the original Central Florida staff.

Here we will describe the roles of each Department Director and the Administrator as shown on the Table of Organization. Duties of the directrs may be delegated, under supervision, to the staff shown under that director.



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Revised by Policy Committee November 12, 1976
Approved by the Board of Directors - November 30, 1976

Supervision of the staff and maintenance of the mechanism for good office procedures are essential to the entire operation. The five departments are so different in skills, interests and activities that considerable coordination and communication are necessary in order for the whole to work smoothly. Also, each department plays a role in each activity and each system, so that staff may find themselves taking part in an activity of little interest to them individually but essential to the function of another department and interest. The Administrator is responsible to provide this communication. Two major tools are used. One is the Planning and Evaluation Chart shown on the next page. The Administrator requires each Department Director complete the chart quarterly. Objectives for the department may not change much from year to year, but direction may change each year. Tasks are decided and defined quarterly and evaluation of those tasks written at the end of the quarter. The second tool is the weekly staff directors meeting at which each director is responsible to collect and take back to his/her staff all information relevant to the upcoming week or ten days. Essential at the staff meetings is the directors' sharing of success and failures, announcements of departmental events and plans, and together studying the calendar for each day of the coming week or two. Later, at least once each two weeks, each director meets with his/her staff to apply that part of the planning as pertinent.

The Administrator is responsible for reporting to the Board. These reports are made at the monthly Board meetings, and intermittently as officers and other board members drop in at 4C HOUSE.

The Administrator is responsible for accounting to the funding sources. Each source may request a different report form, which is prepared by the Accounting Department with information from Funding Assistance Projects Directors and other directors as needed. These reports are delivered by the Administrator.

The Administrator does homework for the Board members in their fund raising efforts, and may be asked to make presentations before commissioners, clubs and individual potential donors. He/She writes proposals and researches federal and state laws and regulations.

Duties of the Administrative and the several departments as defined:

TITLE _____ NAME _____

TASKS _____ EVALUATION _____
Date Date

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TITLE _____ NAME _____ YEAR _____

OBJECTIVES DIRECTIONS

A. Administrator

The Administrator keeps the Board informed on all aspects of the program, depending on Board members to supervise tasks in meeting objectives. The Administrative staff provides support to the Board, makes arrangements for all general meetings and other events scheduled by the Board. He/She reports to the Board monthly on the status of all accounts, children served, activities of the staff and evaluations. He/She meets with most committees and with the Board at their request and provides staff assistance to corporation officers for each monthly meeting and for the annual meeting, elections, and special activities.

The Administrator supervises the staff. They are responsible to the Board through him/her. He/She coordinates their duties to assure that their combined efforts produce the stated objectives of the organization. He/She employs, supervises, discharges staff, delegating responsibility for each component of the operation to the appropriate director, but participating in planning. He/She signs all purchase orders, signs all checks, approves all leave time or travel requests, approves all use of consultants and hears grievances. He/She is responsible for operation conforming to printed personnel policies and corporate charter, as well as all local, state and federal law, rules and regulations appropriate to operations and funding.

The Administrator is supervisor of the systems of activity necessary for 4C relationship with parents, child care centers and the community. To effect this he/she studies objectives and annual directions with each Department Director, and conducts a weekly planning meeting with all Department Directors together. Planning and Evaluation Chart for Administrator is on following pages as an example of this planning tool.

TITLE Administrator NAME Phoebe Carpenter YEAR 1977

OBJECTIVES	DIRECTIONS
Keep Board informed on all aspects of program, depending on board members to supervise tasks in meeting objectives support services, provide for Annual Meeting and other events scheduled by Board.	1. Report to Board monthly on status of accounts, children served, activities of staff and evaluations. Provide staff assistance of Corporation officers for each monthly meeting and for Annual Meeting, elections, special activities.
Staff: Supervise staff and coordinate their duties to assure that their combined efforts produce the the stated objectives of the organization.	2. Employ, supervise, discharge staff. Implement new departmental structure. Identify duties of separate department directors and delegate responsibilites effectively. Press for efficient operation.
4C - Parents Supervise systems of activity related to parents of young children, as information, financial assistance placement, redetermination and response to complaints.	3. Relocate sector offices for parents convenience. Rotate counselors' assignments so all continue to relate to total program not solely to own sector. Initiate new needs assessment and new public awareness of availability of financial assistance. Participate in Statewide effort to get fee schedule revised.
4C - Child Care Providers Supervise system of activities which provides communications between child care providers, including support systems such as staff training, health service coordination, social service coordination, and programs of special enrichment. Supervise continuance of network of sub-contracting centers for placement of eligible families for financial assistance.	4. Delegate increased authority to all department directors, overseeing education and health monitoring of centers, especially new centers in Seminole County. Press State to rewrite Title XX contracts, giving authority to subcontract approval to District administrators. Recoup loss for over-run in 1976, with adjusted subcontracts (2,300.)
4C - Total Community Supervise programs for community education and awareness such as Festivals, Tours, etc. Keep contact with public officials and private donors for support of programs and financial assistance effort. Participate at Regional and Federal level to encourage continuance of purchase of services mechanism.	5. Train new Programs Development Director, delegate supervision of community information programs. Involve department staff in fund raising plans and development of media materials. Plan efficient use of resources attend national and regional conferences and also send staff.

TITLE Administrator NAME Phoebe Carpenter

TASKS January - March 1977 (Date)	EVALUATION (Date)
January - election of officers. Meet with new committees. Prepare workbooks for all board members with by-laws, policy, etc. Hold workshops for board members on finance and other items as requested.	1. Committees not appointed at end of first quarter and finance workshop not yet held. Workbooks supplied in Jan. New Treasurer is functioning and new executive officers are more attentive than any previous.
Reduce weekly staff meeting to directors only, holding directors responsible for meeting each with their own staffs regularly. Review P & E charts of each director quarterly. Settle remaining unrest regarding pay grades and job descriptions, with direction of policy committee.	2. Staff meetings changed to directors only. Then changed again to allow directors to invite any of their staff they wish. This is successful. Difficult to get P & E charts reduced to brevity. Most staff now satisfied with new pay grades. But new job descriptions not yet written as policy committee has not yet met to approve personnel policy draft submitted at end of Dec.
Direct Projects Department to relocate counselors and supervise relocation. Direct Projects Dept. to devise better system of placement and utilization of contract dollars. Learn from other parts of the State how they effect better utilization of dollars. Initiate first contacts on fee schedule.	3. Counselors relocated. Traffic of parents applying for assistance eased by better telephone system which involves making appointments in Projects office for sector offices.
Supervise implementation of new contracts by Projects Department. Ask Program Department to supply maps, needs assessment information for CD areas. Education Department opens new library for Seminole Co. Added staff in Health Dept. should give greater capability in health card monitoring. Implement new budget, and ask Finance Dept. to review it to show budget for each separate department. Direct Finance Dept. to speed up reimbursement to centers.	4. With five staff visited Dade programs and have begun implementing some changes in procedure for better utilization. Need State permission to change form of sub-contract. No progress on that. CD maps impossible to get in useful form. New library in Seminole is open and functional. New 4C Health Dept. working well. Revision of State licensing procedure causes unrest in centers and suspense at 4C. Budget not re-written till end of March and books not closed for audit to begin. Finance Dept. swamped with effort to get program onto computer.
Program Development Dept. should produce film descriptive of 4C. Education Dept. with Jr. League should complete film about library. Attend public hearing for Community Development Funds for City and County.	5. City and County CD hearings underway. Program Dept. and Adm. effort to get parents to attend hearing failed. D.C.C.D.C.A. conference a big success. Attended numerous regional and national conference on delivery systems. National effect still in doubt.

TITLE Administrator NAME Phoebe Carpenter

TASKS January - March 1977 Date	EVALUATION Date
(Continued) Begin effort for 1978 funds in Seminole Count. Attend all possible national meetings on policy and purchase procedure. Host national D.C.C.D.C.A. meeting on Delivery Systems.	5. (continued) Called on Orange County Commissioners individually and staff of Seminole and Orange Counties. Walt Disney World application in. New application for B & A Program made to Orange County School - CETA. New Council for Arts project designed, seeking funds. New football film available to centers.

TITLE Administrator NAME Phoebe Carpenter

TASKS April - June 1977 Date	EVALUATION Date
Hold Board-staff breakfast for get-acquainted effort. Ask departments to report to Board occasionally. Encourage new board to get committees functioning.	
Use more written memos and fewer verbal requests. Follow up on memos written during each week at the staff directors meeting on Monday. Require written response from directors. Implement departmental budgets, supervise reports to directors and accept written (only) requests for revision.	
Implement more sophisticated needs assessment. - Program Department.	
Implement study of effectiveness of program for getting families off welfare and helping them stay self sufficient. F.T.U. student assignment. 4C Projects Dept. (Need more money for program in Orlando)	
Issue of licensing may be in forefront this quarter - who will have authority the County Health Dept. or HRS District office. Goal - to keep 4C disinvolved. Maintain bi-monthly directors meetings and Newsletter. Press for better monitoring of contracts requirements as to education and health.	
Seminole Tours, Seminole Festival. Florida Legislature meets - watch for child care appropriation. Watch for federal legislation on delivery system. Orange County tours, Final hearings on CD funds, apply for Revenue Sharing and United Appeal. Invent some way to approach major businesses.	

B. Funding Assistance Projects Department

Directors of this department report to the Administrator on use of funds which assist families in their purchase of child care. They must be conversant with all guidelines, regulations and laws which affect the funding programs and be certain that operations and records conform to them. They serve as information link between center directors and 4C, as funding is concerned, negotiating and preparing all contracts for the placement of children, and negotiating and preparing contracts with the several funding sources if requested by the Administrator. This includes periodic transfer of unused contracted dollars from one center to another in order to effect total utilization of available assistance funds.

These directors are also the link between 4C and parents who receive assistance, as they supervise the Counselors placed in sector offices to receive applications for assistance. Their work must include training and retraining Counselors and coordination with the Accounting Department for compilation of accurate reports to funding sources.

They are responsible for monitoring the child care 4C purchases, and are expected to call on the other departments for this purpose.

They are responsible for receiving and mediating all complaints about centers, parents or Counselors.

Because the efforts of the other departments relate to all parents and all centers, not only those who are funded by 4C, other departments are independent of the Funding Assistance Projects Departments. However, all activities of the other departments are necessary to the Funding Assistance Department in its compliance with quality regulations for purchase, and these Department Directors call heavily on activity of other departments in carrying out their responsibilities.

C. Accounting Department

The Accounting Department prepares all budgets, under the supervision of the Administrator and prepares all reports to the Board and to the several funding sources. These funding sources include those who supply funds for matching with State and Federal Title XX, and those who provide full funds for purchase such as CETA, Title XX, special scholarship programs, etc. Each report requires its own type of information, its own time frame, etc.

This department records and maintains data on each child served which is subject to recall, such as family identity data, reason for eligibility, source of funds used for payment of that child's care, center in which it was purchased, day purchased, etc. Information is supplied initially by the Funding Assistance Projects Department and forms needed for reports are supplied by the Administrator. (See Reimbursement Summary and allied form on following pages.)

The Accounting Department manages all 4C payroll records and processes pay checks which are then approved by the Administrator, signed by any two of the following: Administrator and four Executive Officers, and delivered to employees by the Administrator. (Pay grades are established by the Board and re-assessed annually by the Personnel Committee.)

This department manages the 4C group insurance program, receiving payments from all participating centers and consolidating the single payment to the insurance company, supplying participating centers and individuals with claim forms, enrollment forms, etc., and managing communication with the company.

The Accounting Department makes payment twice monthly to the child care centers for the child care purchased from them. Each payment to a center is accompanied by a list of the children for whom payment is being made, the time covered and the amount for each. Forms for this purpose are included in this workbook on page 12 . Checks are mailed or held for pick-up by center personnel.

These payments are made after the Accounting Department receives from Funding Assistance Department at the end of each pay period the attendance sheets from each contracting center for each funding source. They are processed by Accounting, then information is consolidated into a single bill to each funding source. Centers are paid from the 4C Capital Fund, which is then reimbursed when 4C is paid by the funding source.

The Accounting Department Director makes all bank deposits, reconciles all bank statements, pays all bills and maintains auditable records of each expenditure. 4C uses an accrual form of bookkeeping, maintains inventory of all equipment, and employs a full outside audit annually.

PROPRIETARY AND PRIVATE NON-PROFIT

II. REIMBURSEMENT SUMMARY

Provider _____

Address _____

_____

PERIOD ENDING _____

	TOTAL ENROLLMENT BY CHILD DAYS	CONTRACT RATE	ELIGIBLE GROSS REIMBURSEMENT
CENTER BASE CARE	Eligible		
	Ineligible		
INFANT CARE	Eligible		
	Ineligible		
AFTER SCHOOL	Eligible		
	Ineligible		
AFTER SCHOOL SUMMER	Eligible		
	Ineligible		
TOTAL			

TOTAL ELIGIBLE GROSS REIMBURSEMENT _____

LESS: ASSESSED FEES _____

LESS: VOLUNTARY FEES _____

NET CASH REIMBURSEMENT _____

SCHEDULE OF FEES FOR POTENTIAL RECIPIENTS IN GROUP B

CENTER _____

DATE _____

NAME	FAMILY INCOME	# IN FAMILY	CHILD NUMBER	FEES PAID FOR FIRST	ASSESSED FEE	DAYS ENR.	TOTAL FEES	TOTAL REIMBURSMEN

Center _____

Date _____

Name of Child	Child Days	Parent Fee	C P	Total Parent Fee	Title XX Payment
1.					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
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STATE OF FLORIDA
DEPARTMENT OF HEALTH AND REHABILITATIVE SERVICES
DIVISION OF FAMILY SERVICES
REPORT OF PERSONS SERVED

CONTRACTING AGENCY:_____ COUNTY:_____
ADDRESS:_____ PHONE:_____
TYPE OF SERVICE PROVIDED:_____
REIMBURSEMENT PERIOD FROM:_____ TO:_____
CONTRACT PERIOD FROM:_____ TO:_____

	NUMBER OF ADULTS SERVED	NUMBER OF CHILDREN SERVED	NUMBER OF FAMILIES SERVED
I. ELIGIBLE PERSONS			
A. SSI Recipients - Title VI			
1. Current SSI Recipients			
2. Potential SSI Recipients			
3. Former SSI Recipients			
SUB-TOTAL-SSI Recipients-Title VI			
B. AFDC Recipients-Title IV-A			
1. Current AFDC Recipients			
2. Potential AFDC Recipients			
3. Former AFDC Recipients			
SUB-TOTAL-AFDC Recipients-Title IV-A			
TOTAL ELIGIBLE PERSONS			
II. INELIGIBLE PERSONS			
III. WIN PERSONS			
TOTAL ELIGIBLE, INELIGIBLE AND WIN			

PREPARED BY_____ TITLE_____ DATE_____

APPROVED BY_____ TITLE_____ DATE_____

AFDC_____

SAMPLE NOTICE TO REGION OF A FAMILY'S TERMINATION FROM THE DAY CARE SERVICE

Notice of Termination of Title IV-A Day Care Services

This is official notification that Title IV-A Day Care has been terminated for the following child as of the date indicated:

Name of Child:	DFS Family Number:
Responsible Adult:	Social Security Number:
Day Care Center:	Date of Termination:

The reason for termination and family situation at termination is:

_____ Family has relocated - service still required

_____ Family no longer desires or requires service

_____ Family has sought alternative care arrangement

_____ Family is no longer eligible

_____ Child's sporatic attendance indicating alternate care available

__X__ Other SCHOOL AGE CHILD

COMMENTS: _____

_____

_____

_____ _____

Date Signature of Provider or Center Representative

DRAFT
02-12-74
llt

D. Education and Training Programs Department

This department maintains para-professional training classes for day care personnel, developing classes to meet the specific needs of teachers/directors of day care centers.

To do this the department operates a full child development training program at Seminole Community College, based on the Child Development Association credentialing pattern, and has responsibility for publicizing the program to potential students as well. They maintain the same para-professional training program separately with Orange County Public Schools also, publicizing the training classes available to child caretakers in that geographical area, designing and teaching the classes and giving recognition to those who successfully complete them.

Director of this department serves as communication link between 4C and the many educational organizations nationally and locally to bring all available pertinent information and activity to the 4C network of child care centers in this area. The Department Director cooperates with other community resources so as to enhance each the other's program.

The department provides tangible resources for those working with children under six and of elementary school age in Central Florida through the 4C Toy Library. It is a source of information for educational services for all persons involved with children under twelve through classes, career counseling, and a resource library for teachers and those involved with training.

This Department Director evaluates the centers contracting with 4C and judges them to be educationally "adequate" or "inadequate" for contracting. For this he/she has developed a three phase program through which a center may achieve "adequacy", and reports his/her findings to the directors of the Funding Assistance Projects Department.

The Education and Training Programs Department has regular input to the 4C members monthly Newsletter and has full responsibility for writing and editing the quarterly Parents' Letter which 4C makes available to all parents of young children in the area at no cost to them. The Parents' Letter gives suggestions on activities for parents and children, and information as to what is desirable in a child care center.

E. Children's Health Services Department

This department educates the community of child caretakers about health needs and problems of children, and coordinates health services for children. This includes teaching the Child Health and Emergency Care classes for child caretakers and providing on-site consultations with staff after assessing children; it includes writing articles for the 4C Newsletter on health matters and giving classes, when invited, to children on health related topics. It includes arranging with other community agencies to perform the services needed by certain children in child care, helping the parents to make needed health care arrangements for their own children, or gaining parental permission to do it for them.

The Health Department Director provides individual consultation with day care staff in areas of health, safety and nutrition, and monitors centers in which 4C places children for adequacy of standards for contract.

He/She is available to centers in case of emergency and has made contractural arrangements with local hospitals to function in such emergencies even with parents not present, so long as parental documents are in order. 4C has a contract with the local health departments for their supervision of the 4C Health Director. This gives the 4C Health Director in-service training, materials and biologicals, desk space if needed, and maintenance of communication with professional data and information.

He/She is the link between 4C and the health professional community. He/She maintains communication with other health-related local and national organizations and relates philosophy of this organization to other community agencies and organizations who may then be able to support our efforts in the area of quality child care.

F. Programs Development Department

This department extends the capabilities of the Administrator in the areas of community relations, fund raising, public information and needs assessment.

It has responsibility for the public functions of 4C: tours of child care centers including publicity, arrangement with centers to be visited, transportation and reservations, tour guides, etc.; and festivals, including publicity, arrangments for sites, with agencies and organizations to provide boths and activities, scheduling, placing and staffing the festivals. It carries out logistical plans for all 4C meetings such as provision for materials, publicity, negotiation with sites chosen by Board or Administrator, management of reservations, tickets, programs printing, etc.

This Department includes the logistical operations of 4C: telephone reception, mail management, inventory of equipment, maintenance of buildings and purchase and dispersal of office supplies for the entire agency.

The Department also has responsibility for information and referral. This full time position receives information about services of child care available in the community from other departments, organizes the information, and answers calls and personal requests from the public. Requests are for location and information regarding child care centers, jobs available, training available, services, etc.

The Director of this Department takes initiative to locate new sources of funding, develops presentations, proposals, speeches, etc. at the request of the Administrator, and delivers such presentations at the request of the Administrator. He/She participates in meetings of other organizations to provide linkage and coordination between 4C and community planning bodies, etc.

This Department has responsibility for management of volunteer programs or other special enrichment programs including scheduling such services to child care centers, maintaining needed communications with organization providing volunteers and special programs and with centers receiving them. It will be responsible for development of the coordination of services being developed for elementary school age children, before-and-after school child care, which is a new facet of the entire 4C effort here. And it is responsible for production of the 4C members monthly Newsletter which is written by all Department Directors and edited by the Administrator.

CHAPTER IV

STRUCTURE OF THE 4C ORGANIZATION

A. Why 4C Rather than a Government Agency?

This 4C was formed by the United Way in an effort to draw federal matching funds available to expand their own support to local child care centers. 4C was originally a committee responsible to the local Human Services Planning Body, itself appointed half by United Way, half by the County Commission. Later, when the 4C committee incorporated separately (see part C this chapter) it seemed valuable to continue as a private corporation rather than ask to be a County agency; this has proved true. Because it is separate and private, 4C is able to apply for and administer funds from all types of local and state government, such as: Title XX from the State, CETA from two County Governments and County School Systems, and from community college, private foundation funds, special funds for child care under State Community Affairs Department through the County, special funds for child care for migrants from Federal through County Community Affairs, etc. The flexibility and capability of dealing directly with several County governments and various branches of County government such as school systems, community colleges, and also separately with State government and Federal government is simply not as possible for a County Agency. The ability to relate to and contract with several arms of government in three counties is due in large part to our private corporation status.

The same capability applies in dealing with many other service agencies. As we serve three counties, we relate to three County Health Departments, many special programs for children with special needs, many quasi-volunteer jobs-oriented programs for adults with special needs, etc. A single County is somewhat limited in the capability of communication with other agencies whose funding comes in a different pattern, some relating to state, some relating to federal, some relating to County, and also crossing County lines. As a private corporation we have an advantage in applying to private foundations who are pleased to see their donations augmented with public funds and to United Way as well. Similarly, we find it is easier to sub-contract with private child care centers from our private status than we might if we were part of government. Finally, we feel it an advantage to say to parents: "Child care is not welfare. We are not a public agency but people helping people due to a short-time need in your life." As parents journey toward self sufficiency, this involvement with a

private organization is easier than application to a public department. Many 4C organizations which began as private corporations have now become public agencies, part of county government. This was forced because of the procedure of reimbursement in federal programs. Shelter in county government gave them the financial capability to operate until their federal-state reimbursement arrived. We observe that this does make their financial operation easier; however, we observe also that they now limit themselves to a single source of funds, provide care for eligible children in centers they operate directly and in general limit themselves to a program of aid to children segregated into "public" welfare centers. In order not to be forced to this, 4C has developed a fund for operating capital which is used to pay bills until all reimbursement and payment checks arrive. This is not easy, but it is necessary for any private corporation to have operating capital. It is necessary to have such total flexibility and capability if the mechanism here described is going to work: helping families, each in the amount of their need, purchasing care in the center of the parents' choice, at the rate normally charged at that center.

B. What Is the Relationship of 4C to Government?

What, then, is the relationship of 4C to government, at all levels? It is contractural. For instance, 4C holds a contract with Orange County paid by County Revenue Sharing Funds, to provide support services to all child care centers, to seek and administer funds to help families with their child care costs. This contract is small in comparison with the various funding contracts, but necessary to cover those activities of 4C which may involve centers where we do not buy space, and the staff time spent looking for new funding sources. Generally the administrative and central program costs covered by funding contracts do not allow for substantial staff time on projects outside that particular area of funding,so this County contract for coordination and administration is central to continued operation.

Other contracts include a detailed master contract with State Departments of Health and Rehabilitation Services, who administer Title XX. They purchase part of all efforts of 4C, which includes 104 sub-contracts with child care centers and also cost of the central program effort of identifying eligibility, placing children, training child caretakers, health, social and educational support services, and also "providing local visibility and involvement of the community to the extent that local matching funds are generated."

4C holds contracts with local school system and community colleges for our provision of training, for their funding of 4C. 4C has contracts with Counties and Cities for their provision of matching funds for Title XX, and for 4C reporting of children served with their funds and the matching funds thereby generated.

4C holds non-financial contracts with hospitals, Foster Grandparents, R.S.V.P., Easter Seals, Health Depts., Council for Performing Arts, and many other local public and private agencies with whom we work. Each of these must be carried out, negotiated for renewal, reported upon, etc. Each of them binds 4C to a segment of the community and makes the daily care of young children a part of the general service to children which is needed more and more in every community. Our hope is that provision of these services through such a network protects and preserves the family relationships, making available to every family the services they need, but leaving the decisions as to which services and which agency up to the family.

C. Who is 4C?

1. The Board Structure

On the following pages are copies of the corporate Charter, By-Laws, Personnel Policies, and agenda and minutes from one sample Board meeting. These are not unlike many other private corporate organizations.

It must be fully recognized that the inspiration for the mechanism which is now 4C was with the Health and Rehabilitative Services Department of the State of Florida, and would not likely have developed at any local level without their origin. In implementation of Title IV-A in 1970, H.R.S. allowed local public or private agencies 12% for central costs over and above the actual day to day child caretaker service, for provision of central services including health and social services, staff training, determination of eligibility for funding assistance and others. A copy of the duties of the "umbrella" agency which are recognized as necessary for the master contract are at the end of this chapter. The fact that the State saw the "umbrella" agency as acceptable and necessary for support services was the encouraging factor which led to United Way and County Commissions initiating such agencies.

Growth from an agency with a single purpose, that of administering State-Federal Title IV-XX funds for eligible children, into a multi-funded coordinating

agency took place because of the philosophical position of the local Board. They wished not to segregate "poor" children into obviously "funded" centers. They wished not to develop a public child care system. They wished to serve as many children as financially possible, and to involve as much of the community as possible.

They wished to be used as the vehicle to improve child care services for all children, not only those eligible for public welfare. Fearing this was not possible with a single source of funding, they asked and received County Revenue Sharing to be a coordinating agency, to seek funds from many sources and administer them for all children. Growth, then, from day to day took the form of seeking more and different funds for children with different needs who were eligible for assistance for different reasons.

The original 4C Board was the committee first appointed by the United Way and the Human Services Council which designed the effort. The board represents not child care operators, but the community. Equal representation from public agencies and private citizens is important. Membership of a number of well known community leaders is important, and involvement of representation from many interests is important. This corporation could not function if the Board were heavily representative of either child care centers or recipients of services, though their voice should be present. Candidates for Board membership are nominated by the nominating committee annually and elected from the membership at the annual meeting. Nominations are published in the newsletter in time for additional nominations to rise from the membership. Consent of the candidate is necessary. The election is open. Vacancies on the Board may be filled by the Board during the year. Executive officers are elected by the Board from within the Board for one year terms beginning at the first meeting. Members of the Board are nominated for their position of leadership in public school, university, community activity at large, local government, areas of special service such as health or social work, and of course their common interest in children. Members are men and women, of any race.

2. The General Membership

The 4C membership is large and loosely organized. Presently there are almost three thousand members. Each pays dues of $1.00 per year, and for that they receive the monthly Newsletter, which informs them of all activities and invites them to the meetings and events, and the privilege of voting in the annual election.

The one regular assembly of the membership is the Annual Meeting held each December. This is now attended by nearly 600 persons each year, and is a formal affair held in a local convention hotel. A speaker of some note is featured, a fine dinner, the annual business meeting and election of officers is held followed by some musical entertainment. This is attended by many child care center personnel who arrange groups and bring decorations for their reserved tables; many parents of children in care are members and join these groups. It is attended by local officials and representatives of funding sources, and by representatives of many agencies and offices with whom 4C has relationships. This is truly the membership of 4C, the personification of the 4C network of services.

Awards are given at the Annual Meeting to recognize outstanding service to children in the community, with engraved plaques which are treasured.

Other meetings involve the membership in smaller ways as directors of centers meet, parents meet for workshops or information sharing, etc. The members are on hand at festivals and tours.

D. What Is the Role of the Board to Produce the Activities and Systems Which are 4C?

It is not enough to say that the Board establishes the policies of the corporation, although of course this is their role and their responsibility alone. In order to refine, revise when necessary, and supervise the responsible carrying out of these policies the Board is very active. It meets monthly, with occasional Executive Committee meetings between to set the agenda. Its several committees meet regularly, some more, some less, as the work requires. The President and the Treasurer visit 4C HOUSE at least weekly and sometimes daily, participating in proposal writing, activity planning, staff supervision, and contract monitoring. Board members speak for the organization to elected officials, bureau chiefs, community organizations, etc. Often they appoint the Administrator to speak for the organization, but texts are cleared in advance by the Board

or based on written policy approved by the Board. Board members are all volunteers. They employ the Administrator who employs and supervises staff to carry out the policy established through the activities listed earlier. But activities are all reviewed by the Board before being established and periodically after.

Every community has many organizations such as 4C. There are social and civic groups for many purposes which contain the leadership and the expertise needed to form a Board such as this one. Often this has not been accomplished because it is seen as a threat to one or another agency who now serves children. The positions and policies carefully preserved in this 4C are for the protection of all agencies, that none should usurp the other, that "funded" child care centers not cause private for-profit centers to fail. It is only in such a climate that a genuine coordination agency can survive; and it is only in such a climate that the family truly makes the decisions for its children. The 4C Board is responsible to see that no activity of 4C gives the power, or the funds, to one interest exclusively to the detriment of others, but instead to work to generate the funds to help families.

The Board is responsible, through its Administrator, for the housekeeping and mechanical duties of operating a large business. Guidelines for employment and fair personnel practices must be supervised. Accountability for funds must be maintained, and this is a large mechanism because of multiple funding and multiple contracting. 4C is a very large business, and must be operated as a business. This is the responsibility of the Board, under its committees and through its Administrator. In this it is not unlike United Way, Girl Scouts, Boys Clubs of America, and hundreds of other large volunteer organizations who deal with large sums of money to give assistance to people and families.

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